Washington State Department of Social and Health Services
Economic Services Administration

DIVISION OF CHILD SUPPORT

☐ Everett

☐ Seattle

☐ Wenatchee

Spokane ☐

☐ Fife
☐ Tacoma
☐ Olympia
HQ

☐ Yakima

☐ Kennewick

Vancouver
☐

2009 Washington State
Quality Award (WSQA) Application

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Stillman, David (DSHS/DCS)

We are pleased to receive your Intent to Apply form and the fee of $150 for the Full Examination Award cycle.   We look forward to the receipt of our application using the 2009 Full criteria postmarked by October 17, 2009 (in the event that this is a non-working day for the US Postal Service, we will accept a postmark by the next working day).   Please save this e-mail as confirmation of the receipt of your Intent to Apply form. You will be asked to submit a copy of this confirmation with your application.

As you prepare to respond to the Full criteria in your application we recommend that key members of your organization attend the Introduction to Performance Excellence or the Executive Overview workshop. The Preparing and Applying for the WSQA workshop is an excellent workshop to help you organize, plan and write your application. The Baldrige Case Study workshop will provide you with a clear understanding of how your application will be evaluated. All of these workshops are offered either on site or as open forum workshops. More information on these workshops is available at: http://www.wsqa.net/workshopDescript.php.   Joining a Write Your WSQA Application Collaborative will lead you through all phases of writing an application and will provide you with feedback on your draft efforts. More information on this collaborative is available at: http://www.wsqa.net/Collaborative.php For more information on these and other areas of support from WSQA, please call our office at 360-697-2444.

Thank you.

GLOSSARY OF TERMS AND ABBREVIATIONS

A

ACF: Administration for Children & Families. The parent organization to OCSE and an administration within the U.S. Department of Health and Human Services (HHS).

ADA: Americans with Disabilities Act of 1990. The ADA prohibits discrimination on the basis of disability in employment, programs, and services provided by state and local governments.

ADSA: Aging and Disability Services Administration. One of five administrations within DSHS.

ALJ: Administrative Law Judge. Employed by the Office of Administrative Hearings, ALJs preside over Administrative hearings.

ARO: Administrative Reassignment Opportunity.

B

BPE: Business Process Evaluation. A checklist of the factors that may affect a process or process change.

C

CA: Children's Administration. One of five administrations within DSHS.

CBA: Collective Bargaining Agreement. The labor contract between the State of Washington and the Washington Federation of State Employees that governs labor relations between DCS and represented staff.

CBO: Congressional Budget Office.

CFR: Code of Federal Regulations. The codification of general and permanent rules published in the Federal Register by the Federal Government.

CFS: Current and Future (Child) Support.

CO: Claims Officer. The DCS job classification for staff attorneys who represent DCS at administrative hearings and perform other legal functions such as public disclosure.

COLA: Cost of Living Allowance.

Conference Board: An informal process within DCS for resolving customer grievances. Also refers to the in-person or telephone hearing between the customer and Conference Board members.

CP: Custodial Parent. The parent or caregiver entitled to receive child support.

CRU: Community Relations Unit. A sub-unit of the DCS Communications Operations Unit that handles constituent relations and community communication.

CSD: Community Services Division. A division within the Economic Services Administration of DSHS. CSD administers cash, food assistance, medical assistance and day care eligibility programs through a network of Community Service Offices (CSOs) and Customer Service Centers (CSCs).

CSIPS: Child Support Internet Payment Services. A DCS website for customers to access case and payment information, make payments, and to contact their caseworker.

CSENet: Child Support Enforcement Network: A secure electronic communication network maintained by OCSE used by states to communicate among each other.

CSO: Community Service Office. See **CSD.**

CSPA: Child Support Program Administrator. A DCS job classification for a senior project manager developing new statewide programs reporting to a Chief or the Director.

CSPM: Child Support Program Manager. Mid level manager in the larger field offices or HQ. Reports to the District Manager or Chief.

CST: Customer Service Team. Local and HQ (CRU) employees assigned to constituent relations.

D

DAO: Diversity Affairs Office. A DSHS office.

DCS: Division of Child Support. A division within the Economic Services Administration of DSHS. DCS establishes, modifies, and enforces and distributes child support and medical insurance obligations.

DJA: Developmental Job Assignment.

DSHS: Department of Social & Health Services. A cabinet level department reporting to Washington State's Governor.

DM: District Manager. The primary leader of one of DCS' ten field offices and a member of DCS Senior Leadership.

DOH: Department of Health. The state agency providing information and services to help people stay healthy and safe. DOH shares vital records data with DCS and files paternity affidavits.

GLOSSARY OF TERMS AND ABBREVIATIONS

DOL: Department of Licensing. The state agency that issues drivers, business and professional licensing as well as vehicle registration. DCS works with DOL in the license suspension process.

DOP: Department of Personnel. The state agency that provides other state agencies with specialized human resource support. DOP also provides the portal through which external hob seekers apply for DCS positions.

DRA: Data Reliability Audit. Federal funding is contingent upon passing this audit conducted by OCSE.

E

ELT: Expanded Leadership Team.

E-Model: Efficiency Model. An online performance tool that tracks both the percentage of paying NCPs and both positive case actions and negative considerations that lead to this result.

EMAPS: ESA Management Accountability & Performance Statistics. An ESA-level unit that performs data management, grant monitoring and internal audits for DCS.

ERASE: Enterprise Risk Assessment Self Evaluation. An annual risk assessment exercise where facility security, cash handling, health and safety, payroll processing, computer security, emergency preparedness, staff training and other elements are reviewed and rated for risk and mitigation efforts in place.

ESA: Economic Services Administration. DCS' parent organization and one of five administrations within DSHS.

ESD: Employment Security Department. The State agency providing employment services and unemployment benefits. ESD shares data with DCS and accepts withholding notices for unemployment compensation.

ESS: Employee Satisfaction Survey. A biennial all staff survey conducted by DSHS.

EV: The automated case **EV**aluation software application in DCS' Support Enforcement Management System (SEMS).

F

FC: Foster Care. Programs administered by the Children's Administration of DSHS that finds foster homes or temporary shelter for abused and/or neglected children.

FFY: Federal Fiscal Year (October-September). Example: FFY 2008 ran from October 1, 2007 to September 30, 2008.

FMIS: Financial Management Imaging System. Imaging accounting software used to process the intake and disposition of payments.

FO: Field Office. One of the ten local DCS offices situated throughout Washington State.

FSA: Financial Services Administration: A DSHS administration that provides financial and management services to DSHS.

FTE: Full Time Equivalent. A full time worker. 1.0 FTE of indicates a full time worker, while 0.5 indicates a half time employee.

G

GA: Department of General Administration. The State agency that provides internal support services to other state agencies in areas of purchasing, facilities, the state campus mail system, and the state motor pool.

GMAP: Government Management, Accountability & Performance. The method of public performance reviews employed by Washington's Governor to demonstrate government accountability to Washington's citizens. GMAP requires state agencies to regularly measure and report the effectiveness of the services they provide so problems can be identified and fixed.

H

HA: Housing Authority. County based organizations whose purpose is to create affordable housing opportunities for low income customers.

HHS: U.S. Department of Health and Human Services. A cabinet level department reporting to the President of the United States.

HQ: DCS Headquarters. The central HQ building in Olympia, Washington that houses multiple units including the Director's Office, Policy, Communications Operations, Central Services, Field Operations, E-MAPS, Fiscal, and SEMS.

HR: Human Resources. See **DOP**.

HRMS: Human Resource Management System. Washington State's personnel and payroll computer system, managed by the Department of Personnel.

GLOSSARY OF TERMS AND ABBREVIATIONS

HRSA: Health and Recovery Services Administration. One of five administrations within DSHS. Responsible for administering health and medical programs including Medicaid, Apple Health for Kids, Medical Care Services and Refugee Assistance.

I

IDP: Individual Development Plan.

IL: Impediment Locate. A screen on SEMS.

IPAC: Indian Policy Advisory Committee: A quarterly meeting between delegates from DSHS and sovereign tribes. DCS participates via an ESA subcommittee.

IRS: U.S. Internal Revenue Service. The IRS partners with OCSE and State IV-D agencies to certify cases for federal income tax refund seizures.

ISG: Information Sources Guidelines group. A workgroup formed to investigate new locate sources focusing specifically on ethical and appropriate use.

IT: Information Technology. The use of computers and computer software to convert, store, protect, process, transmit, and retrieve information. Also a nickname for staff that maintain and service this infrastructure. See **SEMS**.

IV-D: Title IV-D of the Social Security Act. The federal act authorizing and regulating state child support programs.

IV-D Program: A state or tribal child support enforcement program funded by federal matching funds.

IWW: Immediate Wage Withholding. Authority via specific language in child support orders that allows DCS to take immediate legal action against a parent's wages without further notice.

J

JRA: Juvenile Rehabilitation Administration. One of the five administrations within DSHS.

L

L&I: The Department of Labor and Industries. The State agency responsible for workplace safety. Administers the workers compensation program and accepts withholdings for workers compensation claims.

LEP: Limited English Proficiency.

LPA: Local Planning Area. Local and regional level cross-agency workgroups aimed at providing more cohesive and coordinated services to DSHS customers

LMS: Learning Management System. An on-line training program to track, plan and sign up for individual classes.

LT: Leadership Team. DCS' senior leadership team comprised of both the DCS-HQ Chiefs (Management Team= MT) and the District Managers (DMs).

M

MFSR: Monthly Fiscal Status Report. Report submitted to the DSHS budget office in preparation for review with the Secretary.

MMR: Monthly Management Report. Also known as Financial Status reports.

MT: Management Team. The DCS-HQ Management Team comprised of the Director, Section Chiefs (Policy, Field Operations, Communications Operations, Central Services, SEMS, EMAPS, and Fiscal) and the DCS Executive Assistant.

MVV: Mission, Vision, and Values.

N

NCCSD: National Council of Child Support Directors. A professional discussion forum made up of state, territorial, and tribal IV-D Program Directors.

NCP: Non-custodial parent. The parent responsible for paying child support.

NCSEA: National Child Support Enforcement Association. A national non-profit organization established to provide education and support to child support professionals.

NMSN: National Medical Support Notice. A federally required legal notice DCS sends primarily to employers and unions to enroll children onto a parent's medical insurance plan.

NWEP: Non-Wage Earner Program. A DCS program to collect child support from non-paying NCPs who do not work for wages. Includes lien and seizure of vehicles.

O

OA: Office Assistant. A job classification of DCS staff that perform clerical and administrative support duties.

OAH: Office of Administrative Hearings. The State agency responsible for adjudicating DCS' administrative hearings.

OAS: Office Assistant Senior. A job classification of DCS staff that perform clerical and administrative support duties.

GLOSSARY OF TERMS AND ABBREVIATIONS

OCSE: Office of Child Support Enforcement. The federal agency (part of ACF and HHS) responsible for providing oversight and support to state and tribal child support programs.

OFM: Office of Financial Management. The Washington Governor's agency that develops and controls the state budget and monitors spending and revenue.

OMB: Office of Management and Budget. The federal agency that assists the President with developing the federal budget and supervision of federal agencies. OMB also oversees and coordinates procurement, financial management, information and regulatory policies.

OSD: Operations Support Division. A division within ESA created in November 2006. E-MAPS, Fiscal, and HR are key DCS-focused units now within OSD.

OWI: Order to Withhold Income. A legal notice sent by DCS to employers or other entities holding income or financial assets of parents, ordering them to redirect payments to DCS, which then distributes the payments as child support.

P

PA: Performance Analyst. PAs interpret and communicate performance results and data, carry out performance enhancement projects, analyze work processes, test new work strategies, and promote operational best practices.

PAID: Project Against Increasing Delinquencies. An OCSE initiative that shares best practices for reducing or eliminating the accumulation of child support arrearages.

PDCA: Plan, Do, Check, Act. DCS' process improvement cycle.

PDF: Position Description Form. A form that outlines the primary duties and responsibilities, essential functions, required skills and abilities of each DCS position.

PDO: Public Disclosure Officer. PDOs review and process public requests for DCS information.

PDP: Performance Development Plan.

PEP: Paternity Establishment Percentage. Measures the percentage of children with paternity established among those born to unmarried parents. One of five federal performance measures.

POG: Priorities of Government. A results-based prioritization of state activities focused on 10 key results citizens expect from state government. The POG framework guides budget decisions and is central to the GMAP process.

PSA: Public Service Announcement.

R

RCW: Revised Code of Washington. The compilation of all permanent laws (statutes enacted by the Legislature, and signed by the Governor, or enacted via the initiative process) now in force in Washington State.

RDA: Research and Data Analysis.

RSEO: Responsible Support Enforcement Officer. The SEO assigned to a particular case.

RS/RX: Review Summary/Review Cross-Reference Screen. An application within SEMS allowing SEOs to build and work lists of cases meeting specified criteria.

RTI: Reference Training Index. An on-line training guide maintained by the TCs and HQ trainers.

S

SAA: Self Assessment Audit. An annual federally mandated audit of DCS program areas.

SAO: Washington State Auditor's Office. The SAO regularly conducts financial, accountability and performance audits of DCS.

SDU: State Disbursement Unit. A federally mandated central payment unit created within DCS' Central Services Unit.

SEMS: DCS Support Enforcement Management System. Refers to both the computerized DCS case management system and the unit that supports it. The SEMS unit also supports other DCS' technology needs.

SEO: Support Enforcement Officer. A DCS job classification. SEOs perform case management, case set- up or Performance Analyst functions in the field or perform special functions in the DCS Central Services Unit.

SET: Support Enforcement Technician. A DCS job classification of paraprofessionals who process payments, set up cases, do locate work, and provide customer service support for SEOs and COs, among other duties.

SFY: State Fiscal Year (July – June). Example: SFY 2009 ran from July 1, 2008 to June 30, 2009.

SL: Senior Leaders. Members of the DCS Management Team and the District Mangers.

SP: Strategic Plan.

GLOSSARY OF TERMS AND ABBREVIATIONS

SPCT: Strategic Plan Core Team. A subset of the SPT to whose mission is to organize and research SP development issues.

SPP: Strategic Planning Process.

SPT: Strategic Planning Team. Comprised of DCS LT and selected staff.

SQ: SEMS Query. A DCS online, real-time data mining system for sampling or selecting case data based on chosen criteria.

SSC: Statewide Safety Committee. An on-going ESA workgroup of which DCS is a member.

STRO: ESA State Tribal Relations office. STRO staff are policy consultants and liaisons between DCS and the tribes.

SWOT: Strengths, Weaknesses, Opportunities and Threats Analysis. A strategic planning and risk assessment tool.

T

TANF: Temporary Assistance to Needy Families. The federally funded cash grant and employment assistance program for low or no income families.

TC: Training Coordinator.

TRT: Tribal Relations Team. The DCS HQ unit that leads DCS' efforts to coordinate services with tribes located in Washington.

U

UIFSA: Uniform Interstate Family Support Act. A federal law controlling how state child support programs collect from parents in other states. Its provisions are incorporated into Washington law as RCW 26.21.

W

WA: Washington State.

WAC: Washington Administrative Code. The codification of general and permanent rules published in the Washington State Register by the executive departments and agencies of the Washington State Government.

WAPA: Washington Association of Prosecuting Attorneys. A non-partisan, non-profit service organization dedicated to the training and support of county prosecutors in Washington State. WAPA is a key DCS stakeholder.

WF: WorkFirst. Washington State's program for helping TANF cash grant recipients find and keep jobs. WorkFirst participation is normally a requirement for receiving TANF cash benefits.

WICSEC: Western Interstate Child Support Enforcement Council. A private, non-profit organization focusing on training and child support resources for child support professionals in states west of the Mississippi River.

WSG: Washington State General.

SCSS: Washington State Child Support Schedule. The guidelines that govern the calculation of a child support transfer payment.

WSSR: Washington State Support Registry. A federally mandated central registry created within DCS' Central Services Unit by RCW 26.23.033.

Division of Child Support (DCS) Organizational Chart
Updated October 2009

Washington State Governor
Christine Gregoire

Department of Social and Health Services (DSHS) Secretary
Susan Dreyfus

Other Administrations within DSHS
- **JRA** (Juvenile Rehabilitation Administration)
- **HRSA** (Health and Recovery Services Administration)
- **CA** (Children's Administration)
- **ADSA** (Aging and Disability Services Administration)

Economic Services Administration (ESA) Assistant Secretary
Troy Hutson

Senior Policy Advisor / Special Assistant
Operations Manager / Special Assistant
State Tribal Relations Office (STRO) Administrator
Dori Shoji
Roxie Schalliol
Sarah Colleen Sotomish

Division of Child Support (DCS) Director
David Stillman

Community Services Division (CSD) Director
Leo Ribas

Operations Support Division (OSD) Director
Barbara Bucsko

Executive Assistant
Brice Montgomery (acting)

Tribal Relations Team Manager
Brady Rossnagle

Child Support Program Administrator
Ted Thornton

Child Support Program Administrator
Saundra Cheek

Child Support Program Administrator
Janice Atchison

Confidential Secretary
Glenda Emmett

Communications Chief
Adolfo Capestany

Building Operations & Support
Mardi Kerstetter

Community Relations Unit Program Administrators
- Alan Brown
- Doug Cheney
- Jane Roberts
- Brian Horst
- Robert Withrow
- Davida Kaeka (acting)

Customer Service Unit Supervisor
June Johnson

Support Enforcement Management System (SEMS) Chief
Wally McClure

Administrative Assistant 3
Debbie Cravens

SEMS Deputy
Kelley Romeo

System Design/Development Cash
Paul Gronka

Forms Generation
Tom Warfield

SEMS Technical/Network
Scott McCarron

LAN Administrator (WAPA)
Elaine Garrison

Database Management/Production
Brian Main

System Support/Program Analysis
William Benningfield

SEMS
Viki Winner

SEMS
Kelly Morgan

Central Services Chief
Lynnie Larsen

Policy and Project Manager
Rhonda Thomas

Accounting and EFT Coordinator
Wendy Cole-Deardorff

Central Services Training Coordinator
RethaKay Dotson

Operations Manager
Bill Green

Workflow Coordinator
Summer Garcia

Team Supervisors
- Glenna VanSyckel
- Alex Huffman
- Patrick Whalin
- John Mallea
- Andy Ewing
- Mike Voigt

Assistant to the Chief
Patti Clark

Headquarters Time/Attendance
Lori Bowers

HQ Personnel Coordinator
Tammy Dorfner

Field Operations Chief
Connie Ambrose

Administrative Assistant 4
Kathy Darling

Child Support Program Administrator
Janet Hentze (acting)

Everett Field Office District Manager
Patti Dalrymple

Fife Field Office District Manager
Harry Welling (interim)

Kennewick Field Office District Manager
Camille Little

Olympia Field Office District Manager
Tim Rockett

Seattle Field Office District Manager
Sharon Redmond

Spokane Field Office District Manager
Mark Swenson

Tacoma Field Office District Manager
Harry Welling

Vancouver Field Office District Manager
Roger Johnson

Wenatchee Field Office District Manager
Glenda Nelson

Yakima Field Office District Manager
Sylvia Flores

Policy Chief
Ellen Nolan

Administrative Assistant 4
Mitchelin Wolff

Conference Board & Public Disclosure Administrator
George Smylie

Local Government & Prosecutor Liaison
Sally de Laive

Medical Support Program Manager
Gaye McQueen

Program Development & Special Collections Manager
Chuck Donnelly

Policy & Rules Manager
Nancy Koptur

Policy Training Supervisor
Frans Wood

Policy, Legal & Publication Manager
Peter Turner

ESA Management Accountability and Performance Statistics (E-MAPS) Chief
Theresa Murphy (interim)

Human Resource Chief
Rena Milare (acting)

Chief Technology Officer
Ira Feuer

Quality Assurance Chief
Marty Thies

Fiscal Services Office Chief
Babette Roberts

Child Support Funding Policy Manager
Loan Tran

Child Support County Legal Liaison
Gail Early

Fiscal Services Administrator
Ginger Stewart

ESA Facilities Manager
Jeff Willis

Member of both DCS Management & Leadership Teams

Member of DCS Leadership Team

Preface: Organizational Profile

P.1 Organizational Description

P.1a(1) All parents have the privilege and responsibility of supporting their minor children. The Division of Child Support (DCS) is an executive branch agency of Washington (WA) State government authorized to provide child support services to custodial parents or caregivers (CP), non-custodial (NCP) parents and other child support jurisdictions on behalf of children by Title IV-D of the Social Security Act.

DCS staff establish, modify and enforce child support and health insurance obligations on about 350,000 cases. Cases open when one of the following occurs: a court order requires child support payments through DCS, children receive either Temporary Assistance for Needy Families (TANF) or certain types of Medicaid and at least one parent is absent from the child's home, children are placed in foster care, another child support jurisdiction refers a case to DCS or customers apply for DCS services voluntarily. If no legal order of child support exists when a case opens, DCS will attempt to establish one.

A legal determination of a child's paternity is a prerequisite to the establishment of a child support order. When the parents of the child are married to each other or the birth is within 300 days after the marriage terminates, paternity is presumed. DCS establishes paternity when a child enters the system with paternity at issue. Parents may complete a paternity affidavit. Paternity is established upon filing of the document with the Department of Health (DOH). DCS may also refer cases to county prosecuting attorneys for superior court action. Paternity is established with the entry of a court judgment. Superior court paternity judgments are most often accompanied by orders of child support.

Other cases come to DCS with paternity already determined. DCS then has the authority to establish an order of child support administratively if jurisdictional criteria are met and no other order exists. When criteria are not met, DCS refers the case to another child support jurisdiction to do so. The administrative establishment process is completed by DCS in-house, but if there are objections which DCS cannot resolve, the support order terms will be determined by the Office of Administrative Hearings (OAH).

The financial situations of CPs and NCPs may change over time requiring changes in the child support transfer payment. DCS modifies orders in the same way it establishes them, through the administrative process, referral to another jurisdiction or referral to a county prosecuting attorney for superior court action.

DCS enforces established orders. Methods include orders to withhold income (OWIs) and national medical support notices (NMSNs) sent to an NCP's employer, warning letters, phone calls, orders to seize bank accounts, tax refund intercepts, non-wage earner (NWEP) vehicle seizures and referrals to prosecuting attorneys for judicial enforcement (contempt of court). Indirect collection processes include liens, license suspension, passport revocation, credit bureau reporting and posting an NCP's photo on the Most Wanted Website.

Incoming mail is opened and scanned using rapid extraction OPEX machines. Most DCS Forms are generated with a case specific barcode - Jet Forms. Once scanned, Jet Form images are automatically sent to the assigned employee's electronic Route Box. Non-Jet Form documents are manually indexed or identified. Documents that do not include a case number or identifier are moved to a "Pass On" route box for research and then indexed to a Route Box.

Child Support remittances are accepted from employers, banks, other jurisdictions, the federal government and NCPs. Payments may be by money order, check, electronic or cash. NCPs may pay by mail, electronically, through the internet or in-person.

Payments are electronically deposited into a bank account, credited to a DCS Debit Card, which may be used at ATMs or wherever VISA is accepted or disbursed by check. Payments must be disbursed within 48 hours of receipt.

P.1a(2) Child support is an investment in children, families and communities. DCS' role to establish, enforce and distribute financial and medical support for fragmented families benefits children. Support payments are an income stream, enhancing family stability. While not directly connected, a small percentage of DCS collections add to state revenues, in effect partially reimbursing WA for public assistance expended. Of the approximately $705 million in child support collected in state fiscal year (SFY) 2008, $620 million was distributed to families and about $85 million was "retained." Another $114 million was "cost avoided," meaning that public assistance was not used by CPs (TANF, Medicaid, etc.) because of DCS' efforts to get child support into the hands of low income families.

DCS focuses on performance results that support its mission, vision and values (MVV) (Figure P.1-1). DCS' core competencies are outlined in Figure P.1-2. These core competencies support DCS' MVV.

Figure P.1-1   DCS Mission, Vision and Values

Vision
All parents support their children.

Mission
We provide exceptional child support services to improve the lives of children, families and communities.

Values		
Collaboration	Innovation	Respect
Continuous Learning	Integrity	Accountability
Excellence		

P.1a(3) DCS employs approximately 1119 staff (Figure P.1-3). Approximately 78% staff work in field offices (FO). The rest work at Headquarters (HQ) in Olympia. HQ houses Central Services, SEMS, Community Relations, Field Operations, and the Director's Office. Central Services (~ 10% staff) provide payment processing, mail processing including imaging, case set-up and other support for the field. SEMS (~ 6% staff) employees set up, connect, maintain and develop hardware and

software. Policy (~ 3% staff) provides policy development, legislative support, training and development, special collections and conference board services. Community Relations (CRU) (~ 1% staff) develops brochures and outreach materials, handles escalating complaint calls and employer outreach. Field Operations (< 1% staff) coordinates field activities including those by other HQ units. The Director's office (< 1% staff) provides leadership and direction and houses the Tribal Relations Team (TRT).

Figure P.1-2 Core Competencies

Core Competencies	Description
Information Technology and Case Management System	The Support Enforcement Management System (SEMS) refers both to DCS' primary case management system and the in-house IT team that supports it. Having an in-house IT staff allows DCS to control costs and maintain a relatively fixed cost structure. SEMS staff are immersed in the DCS culture and have an on-going stake in IT outcomes.
Establishment and Enforcement	The use of tools and techniques to ensure that money is collected is the link between an obligation and getting money into the pockets of CPs. Enforcement occupies a significant portion of staff work and training time and constitutes the foundation of DCS' cultural identity.
Payment Processing, Distribution, and Document Management	Efficient payment and document processing ensures that families in need get money in their hands quickly. Keeping these functions in-house means that the systems employed are integrated (designed, maintained and improved) with the rest of the child support structure.

Figure P.1-3 Workforce Profile

Categories	Number of Staff
Child Support Enforcement (i.e. Support Enforcement Officers and Technicians, and Claims Officers)	896 (80.1%)
Administrative Support (i.e. IT, cash/mail processing, performance analysts, fiscal services, human resources, and facilities)	167 (14.9%)
Program Administrators	24 (2.1%)
Director, Chiefs, and Managers	32 (2.9%)
TOTAL	**1119**

Source: Aug 2009 HRMS report

DCS believes that performance is a combination of ability and motivation. Ability is addressed by the hiring process and training programs. Motivation comes from several factors. DCS has made a significant investment in linking performance to mission. Staff understand the impact their work and its results has on the lives of children and families - a powerful motivating force. DCS utilizes the formal Performance Development Plan (PDP) process and administrative policies to establish clear expectations for all staff. DCS also recognizes outstanding work in a "Kudos" section on the DCS Homepage and through a more formal recognition program. Finally, DCS takes the results from employee surveys and charges each office and section to develop an action plan to address any issues.

P.1a(4) DCS develops cutting edge work tools for staff. SEMS is an online, real time, case and data management system. DCS images documents, correspondence, and payments. DCS

maintains an intranet knowledge management site accessible by all staff as well as partners in state government. DCS also uses a federal system allowing secure communication with other IV-D agencies. DCS subscribes to proprietary databases that allow users to search for people or assets and contracts with agencies to share information. All staff have access to the internet.

DCS recently changed the way cases are distributed. Cases are assigned randomly to FOs instead of based on proximity to the NCP's address. This improvement ensures appropriate and consistent case staffing levels without costly, time consuming and potentially disruptive staff reallocations.

DCS operates from eleven primary locations: HQ and the ten offices listed in Figure P.1-4.

Figure P.1-4   Field Offices

Field Offices	Number of FTEs Allotted	Number of Open IV-D Cases
Seattle	108.5	50,101
Tacoma	98.6	45,191
Everett	118.3	48,174
Yakima	51.3	22,648
Spokane	98.1	41,824
Olympia	93.6	36,785
Wenatchee	32.7	13,517
Vancouver	88.2	38,042
Fife	83.0	36,535
Kennewick	37.6	16,716

Source: Aug 2009 DCS Fiscal FTE report and E-MAPS caseload data.

P.1a(5) Federal and state laws control the scope and processes of work. Title IV-D of the Social Security Act authorizes the child support program. The Code of Federal Regulations (CFR) and other regulations published by the federal Office of Child Support Enforcement (OCSE) set IV-D program requirements.

DCS maintains a State Plan as required by federal regulation. Required program elements are incorporated into the Revised Code of Washington (RCW), the Washington Administrative Code (WAC) and DCS policy and procedure. The online Handbook details policy, procedure, and guidance, and is available to all staff and partners.

Audits are conducted to ensure compliance with legal and performance requirements. Training, instruction and investment in employee ability are the first line of quality assurance. Internal audits are the second line. The Management Accountability and Performance Statistics (EMAPS) unit of OSD conducts ongoing audits of cash transactions, performance results and system coding as well as the federally mandated Self Assessment Audit (SAA). Compliance on the SAA is a prerequisite to maintaining federal funding. DCS conducts an annual Enterprise Risk Analysis Self Evaluation (ERASE) where facility security, cash handling, health and safety, computer security and other elements are reviewed and rated for

risk and mitigation efforts. The State Auditor's Office (SAO) and the Internal Revenue Service (IRS) are the third line.

P.1b(1) The organizational chart on page vii indicates DCS' major work units, offices, and reporting relationships and the reporting relationship within the state's Department of Social and Health Services (DSHS) and ESA. DCS is led by a Director whose Leadership Team (LT) is comprised of the six HQ Chiefs plus the Child Support Funding Policy Manager, Executive Assistant, Tribal Relations Manager and the ten FO District Managers (DMs). The LT directs staff in the compliance with law, policy and operations as well as implementation of the strategic plan. The LT meets monthly.

FOs are each led by a DM. DMs are granted a limited budget, a full time equivalent (FTE) staff allotment and the latitude to spend locally. DMs are appointing authorities meaning that they have been delegated the authority to take personnel actions with respect to those employees assigned to their FO.

P.1b(2) Figure P.1-5 lists DCS customers and their key requirements and expectations. DCS' primary customers are CPs, NCPs and other child support agencies.

Figure P.1-5 Key Customer Requirements

Key Customers	Key Requirements and Expectations
CPs	• Prompt collection and distribution of child support • Prompt and courteous customer service and case access to a caseworker or to case information • Fair and accurate establishment, enforcement and modification of child support and health insurance obligations • Maintenance of confidentiality
NCPs	• Prompt and courteous customer service and case access to a caseworker or to case information • Fair and accurate establishment, enforcement and modification of child support and health insurance obligations • Maintenance of confidentiality
Other Child Support Agencies	• Timely referral processing • Prompt and courteous customer service and case specific access to a caseworker or to case information • Fair and accurate establishment, enforcement and modification of child support and health insurance obligations

Figure P.1-6 lists the key stakeholders that share an interest in the delivery of child support services.

P.1b(3) Figure P.1-7 lists DCS' key suppliers and partners, their roles and how they interact with DCS to deliver child support services. DCS has at least one liaison dedicated to each partner whose task it is to develop and maintain relationships over the long term. DCS invites partners to engage in arrangements which are innovative and mutually beneficial.

P.2a(1) DCS is essentially the only child support enforcement agency available to most people in Washington. There are

P.2 Organizational Challenges

private child support businesses, but their scale is limited. Some tribes have IV-D programs but their scope of authority is limited and based on tribal jurisdiction. Jurisdictional requirements prevent DCS from competing for customers outside the state.

P.2a(2) DCS' toolbox of collection resources, ability to access restricted data from state partners, enforcement authority and the free or minimal user fee scale give it a strong competitive edge.

Figure P.1-6 Key Stakeholder Requirements

Key Stakeholders	Key Stakeholder Requirements
Employers	• Processes that make compliance with child support laws fast and easy • Prompt and courteous customer service and access to a caseworker or to payment information
Advocacy Groups	• Prompt and accurate responses to requests for information • Listen and respond adequately to policy or procedure concerns
Legislature	• Responsiveness to constituent inquiries and complaints • Fair and accurate establishment, enforcement and modification of child support and health insurance obligations • Financially responsible government programs

DCS' success is dependent on the following factors:

(1) *Performance Measures*. DCS measures its success through a variety of performance measures: the five federal performance measures (Figure 4.1-2) that determine how much incentive funding DCS receives and other measures that are important to oversight agencies (Figure 4.1-3).

(2) *Budget*. The primary driver for innovation and collaboration is the overall WA economy. When tax revenues decline, state agency budgets are cut and DCS is no exception. DCS operated under a hiring and equipment purchasing freeze for most of SFY 09. DCS' SFY10 budget is approximately 9% less than SFY09. DCS will need to find ways to deliver services to customers who need them more than ever with fewer resources.

(3) *Collaboration with Key Partners*. Many state social service agencies have customers in common. DCS is a part of the overall social service network. DSHS and ESA have encouraged DCS to employ an enterprise service delivery model that relies on collaboration to provide comprehensive services to ensure the best possible outcomes.

(4) *Technology*. As DCS partners and the public become more technologically capable it opens up many doors for service delivery options, cost cutting measures and data sharing arrangements. DCS now uses data mining and sorting technology. DCS has also converted to a SharePoint intranet platform that provides a basis for greater sharing of data.

Figure P.1-7 Key Supplier and Partner Roles, Services Provided, and Key Communication Mechanisms

Key Suppliers and Partners	Roles and Services Provided	Key Communication Mechanisms
Department of Social and Health Services (DSHS)	• Provides leadership and direction • Children's Administration (CA) provides foster care referrals and distribute some foster care collections into a trust fund to benefit foster care children • Health and Recovery Services Administration (HRSA) administers the Medicaid program • Financial Services Administration (FSA) is DSHS' central budget office, risk management center and provides day-to-day administrative support • Human Resources Division (HRD) provides oversight and management for recruitment, hiring, position classification, administrative policies and labor relations	Electronic data sharing, referrals, meetings, fiscal documents, e-mail, phone, fax, child support payments
ESA Office of the Assistant Secretary	• Provides leadership and direction	Meetings, e-mail, memos, shared web pages, phone, fiscal documents
ESA Community Services Division (CSD)	• Determines eligibility for many public assistance programs including TANF • Refers many new cases to DCS	LPAs, meetings, referrals, fax, forms, e-mail, memos, data sharing, out-stationed SEOs
ESA Operations Support Division (OSD)	• EMAPS provides data management and analysis, research, risk management support, data integrity reviews and grant writing and management • Human Resources Office provides human resources support • Fiscal Services Office provides accounting, budgeting, and facilities support	Meetings, phone, e-mail, memos, IT coordination, HR forms, fiscal documents, contract quality control
Other WA Agencies	• Provides services via contractual agreements, such as electronic data sharing interfaces, administrative hearings, legal support, and income withholding	Contractual agreements, faxes, e-mails, forms to communicate about specific cases
OCSE	• As IV-D grantor, provides the majority of DCS funding • Oversees DCS and other state/tribal IV-D programs through federal legislation • Provides guidance regarding child support rules and regulations • Monitors grants and coordinates IV-D programs • Monitors and awards performance based incentives • Shares best practices, tips and techniques • Shares innovative approaches from other jurisdictions	Phone, faxes, e-mail, forms, Action Transmittals, policy interpretation responses data publication and letters, formal audits, compliance and performance reviews, staff attendance at DCS LT meetings, national and regional conferences, formal data reporting, grant monitoring, newsletter, IV-D Directors meetings/conferences, training conferences
Counties	• County prosecutors initiate superior court action to establish paternity, modify court ordered support obligations and enforce support orders when administrative remedies are not effective or are not available • County clerks transmit child support orders to DCS • County court facilitators provide no or low cost guidance regarding access to the court system for clients who do not have attorneys • Superior court commissioners expedite the hearings process for IV-D cases	Phone, faxes, e-mails, forms and letters to communicate about specific cases, common use of SEMS, contractual agreements, regular local meetings, attendance at WAPA meetings, liaison work at FO level to develop or streamline processes, field office liaisons and IT staff
WAPA	• Facilitate IV-D policy implementation by counties • Promote uniform practice in the judicial adjudication of child support cases by providing training and technical assistance to county prosecuting attorney staff	Meetings, phone, e-mail, memos, training, training conference, government liaison
Tribes	• Provides culturally relevant services to tribal children and families • Some tribes have their own federal IV-D and TANF programs • Refer and receive cases referrals for action	Phone, fax, e-mail, government to government relations, coordination with TRT, liaison work at FO level to develop or streamline processes
Hospitals, Midwives, & Birthing Centers	• Offers unwed parents an opportunity to sign paternity affidavits for newborns	Contractual agreements, ongoing training, local FO liaison visits, telephone calls
Banking Services	• Processes daily deposits of cash and other instruments • Distributes electronic payments to CPs and other entities • Provides VISA branded debit cards to CPs (DCS Card)	Contractual agreements, regular phone, e-mail contact, online account access, account file transfers

P.2a(3) OCSE is the repository for comparative data among the states and territories. All IV-D agencies submit data to OCSE quarterly and annually. The primary source of national comparative data on federal measures is Policy Studies Inc. (PSI), a private company.

P.2b DCS has identified several key strategic challenges that are associated with its organizational sustainability:

(1) *Budget Constraints.* When the economy is poor DCS has more difficulty collecting child support - a strategic challenge. Unemployment is higher and NCPs who might

normally have funds to pay child support now struggle to keep themselves financially afloat. Declining tax revenues means reduced state agency budgets. For DCS this means fewer staff and less equipment as well as collection challenges.

(2) *Implementing Federal Requirements and Legislation*. Legislation which requires an investment of DCS resources is common. Examples from the 2009 legislative session include "cash medical," a provision where parents may request a cash payment to offset the costs of a health insurance premium and changes to the WA State Child Support Schedule (WSCSS). Each will require SEMS reprogramming, policy development, stakeholder review, and all staff training.

(3) *Human Resources*. It takes nine months for an SEO to become minimally proficient. When turnover occurs, that expertise cannot be replaced for almost a full year. DCS also has an aging staff profile and a fixed salary structure that is often not competitive with other debt collection jobs. This means that quality hiring processes and staff retention practices is critical.

DCS has identified several key strategic advantages that are associated with its organizational sustainability:

(1) *Administrative Process for Establishment and Enforcement*. DCS is able in many cases to establish, enforce and modify child support orders without navigating the time consuming and costly superior court system.

(2) *Staff Training and Development*. Training given to new professional staff is a source of pride. It consists of three to four months of classroom training supplemented with actual casework. The SEO is gradually introduced to a full caseload within nine months. Job classes receive training designed to promote upward mobility. HQ Policy designs training for each policy change and implements it in conjunction with field and HQ training coordinators.

(3) *Information Technology and Case Management System*. DCS staff do not maintain paper case files. All of the hard copy mail that comes to DCS is addressed to a central location for imaging, ensuring a standardized practice. OPEX machines quickly perform many mail processing functions, allowing DCS to redeploy staff to higher level and more satisfying tasks. Paperless files are made available to staff immediately regardless of location.

(4) *Performance Management*. DCS has several electronic systems to track, monitor and direct support enforcement activities and outcomes. Additionally, DCS has made an investment in Performance Analysts (PAs) whose mission is to provide continuity in managing and deploying resources that improves performance.

(5) *Continuous Process Improvement*. DCS demonstrates a commitment to continuous process improvement. DCS reinvented the paternity establishment process in 1989 by introducing the paternity acknowledgement in partnership with DOH. The process was recognized by OCSE as a national best practice.

P.2c DCS has identified several key elements of its performance improvement system:

(1) The DCS Logic Model (Figure P.1-8) depicts the DCS work flow and the primary measures of success at each level. It is key to performance improvement.

(2) The Strategic Planning Process (SPP) provides direction for DCS. SPP initiatives propagate commissioned workgroups, which uses a Business Process Evaluation (BPE) tool, a checklist of all the factors that may affect a process, to ensure key areas are addressed. Once adopted, the improvements are systematically deployed via policy development, handbook updates and staff training.

(3) The EMAPS Unit provides research, analysis, audit and dashboard views of data. The PAs translate EMAPS data and statistics into concrete field strategies and tactics for line staff. Successful strategies and tactics are shared via the GMAP process.

(4) DCS prioritizes about a third of IT projects using the SEMS Prioritization Process. Employees make project suggestions anytime to a central database. On a quarterly basis, SEMS hosts a statewide conference call to discuss and rate the suggestions. Each FO and HQ section has a representative. Using a scoring matrix, each representative scores each idea. The scoring is tabulated with those ideas that rate best moving to the top of the priority list.

(5) The Performance Development (PDP) Process is a formal, mandatory process where supervisors and staff meet to discuss DCS' MVV, key performance results expected, key skills expected, training and development needs or opportunities, needed or wanted organizational support for the next year. Additionally a staff performance and skills assessment for the previous year is completed.

(6) DCS employs a "Continuous Learning Builds a Healthy Vibrant Child Support Program" (Figure 5.1-4) to address training. Training and development begin the day an employee starts work and is continually reinforced throughout his or her career. HQ training unit in conjunction with the FO trainers provide timely and focused training that reinforces DCS MVV.

Figure P.1-8   DCS Logic Model
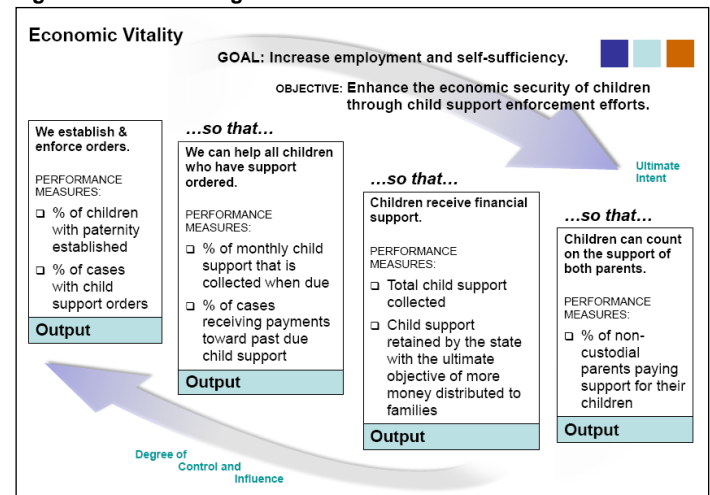
Category 1: Leadership

1.1 Senior Leadership

1.1a(1) The DCS MVV are established in the 5-year strategic planning process (SPP). Led by the Director, the Strategic Planning Team (SPT) which includes all SLs examines the existing MVV to determine if they still capture the essence of DCS' purpose, priorities, on-going work and operational environment. Also considered is how DCS benefits children and families and how it fits into the larger poverty reduction arena.

Comments on the revised MVV draft are solicited both internally and externally. The DMs for the FOs and MT for HQ request feedback from all staff. Key stakeholders and partners also receive notice with an opportunity to provide input. Both in-person and electronic means are used. Responses are compiled and brought back to the SPT for deliberation and final approval. The final MVV is then shared with all.

The most recent SPP MVV discussion, initiated in 2007, built on the recommendations of a WSQA Lite Assessment and previous SP efforts, included an effort to more closely align DCS with its parent organization, ESA. See Figure P.1-1 for DCS' current MVV. ESA MVV are listed in Figure 1.1-1 to show alignment.

Figure 1.1-1   ESA Mission, Vision and Values

Vision
Eliminate poverty and hunger and build stronger communities.
Mission
To help people build better lives
Values
• Provide quality services to our customers • Empower and support our staff • Value our partners • Serve as good stewards • Pursue innovation to improve performance

DCS promotes SP implementation consistency by incorporating the Vision and Values into each goal and initiative. They serve as a reminder to those assigned to operationalize each initiative and provide an alignment baseline when measuring efficacy.

DCS' MVV is posted to its internet site for interested customers and key stakeholders. It is shared with all staff via DMs and MT as well as the DCS and ESA intranet. Key stakeholders are notified by mail or e-mail. Stakeholders are also notified in person at meetings or conferences. In addition, all DCS staff are expected to exemplify the MVV during interactions with customers, staff, partners, stakeholders and suppliers.

DCS SLs value partners and suppliers and have specifically created liaison positions to promote frequent, open and clear communication as well as demonstrate DCS values. SLs meet regularly with partner organizations. SLs attend DCS conferences, trainings and schedule FO visits to interact with staff and to promote the child support program's vision and values. The Director leads HQ quarterly all staff meetings.

SLs stress the sharing of DCS MVV through interactions with stakeholders, partners and customers. For example, the Director, Chief of Policy and liaison staff attend bi-monthly Washington Association of Prosecuting Attorney's (WAPA) "Best Practices" meetings. Discussions involve major policies, cases, appellate and budget issues. As a result WAPA publishes a Best Practice Manual for prosecuting attorneys across the state and DCS develops or changes policy to be consistent with these practices. This not only ensures alignment of partners, it integrates the values of the other into the best practices of both.

DCS works closely with other partners and stakeholders, including tribes, county staff, employers, hospitals, OCSE, ESA and CSD as well as suppliers. DCS SLs attend regularly scheduled meetings with stakeholders and customers such as WA State Child Support Schedule (WSCSS) workgroup, Local Planning Area (LPA) meetings and the Indian Policy Advisory Committee (IPAC). DCS staff regularly attend community events and/or perform outreach activities to entities that serve customers or potential customers. All involved DCS staff are expected to personify the MVV not only for the mutual organizational benefits, the education and promotion of DCS services but to use the opportunity to instill DCS values into the work product of partners, stakeholders and suppliers.

DCS SLs are committed to making the MVV a reality. SLs are expected to model DCS values. For example, all of the MT are involved as category champions or project leaders for the 2009 WSQA application. All SLs regularly convey the MVV message during annual Performance Development Plan (PDP) meetings, staff meetings, project workgroups, conferences and trainings. Their availability and "open door" accessibility to all staff through the intranet, email or via phone is evidence of their personal commitment to the organization. Each MT member is the lead for SP initiatives in their area of expertise and takes responsibility for achieving a desired outcome.

In-person presentations and training by leaders when there has been a significant change to laws or policies, is another way SLs interact with line staff and listen to their input and concerns.

1.1a(2) Ethical behavior is crucial to the DCS MVV. All DCS staff adhere to several layers of administrative policy. DSHS maintains policies regarding various aspects of ethical behavior. These policies have sunset reviews and DCS participates in the review process for renewing or updating, making comments based on how well the policy has worked in the past. When there are gaps in ethical policy, DCS drafts its own administrative policies. Written by DCS Policy staff, administrative policies are signed by the Director. Measures SLs have implemented are listed below. SLs are accountable for the same policies and procedures.
- Staff are formally reminded of ethical and confidentiality standards annually through the use of the mandatory electronic "Employee Annual Review Checklist." The Checklist is reviewed by all staff annually. It directs the employee to specific links to review administrative policies on IT Security, Whistleblower Responsibility, Discrimination and Harassment Prevention, Ethical

Conduct for Employees, Outside Employment, Records Retention, DSHS Nondisclosure of Confidential Information, Performance Expectations, and Safe Driving in State Vehicles.

- Staff using SEMS are reminded daily of the confidential nature of the information they deal with and the ethical use of the computer.
- DCS staff annually review an IRS PowerPoint on safeguarding information obtained from IRS, the confidential nature of the information and its ethical use.
- Supervisors review confidentiality expectations with each staff person at the time of their annual PDPs.
- All DCS attorneys take two hours of Continuing Legal Education credit each year at a training conference, tailored specifically towards ethical issues common to DCS administrative hearings.

DCS is quick to act when ethical standards are violated. SLs were advised in September 2008 that a database containing personal information of non-DCS customers had been accessed improperly by DCS employees. Access was immediately restricted, affected citizens were notified and a process improvement cycle initiated. SLs commissioned a workgroup to study this and other databases and technological work-processes that DCS staff use. An Information Sources Workgroup investigated potential risks and ways to mitigate them while at the same time giving staff the proper tools to do their jobs. Recommendations of the group have been adopted to proactively manage these resources. Simultaneously, each DM personally educated staff in the ethical use of tools. Staff now acknowledge in writing that they understand appropriate database usage and the penalties for non-compliance prior to initial access. Bi-annual random, statewide audits will be conducted. DCS also created an electronic access portal that tracks use and will be part of the audit process.

DCS voluntarily requests FO audits whenever a DM changes. Change of Administrator audits are conducted by DSHS to ensure unbiased reviews. These audits focus on: handling of negotiable instruments, use and security of the purchase credit card, personnel information and policy compliance, employee travel, payroll certification processes, disbursements processes, telecommunication charges, and accountability. Five such audits were performed from 2006-2009 (Figure 7.6-16). DCS completes corrective action plans as necessary sharing the results with all DMs to proactively correct any similar issues.

1.1a(3) Sustainability begins with the creation of value. DCS' core service delivery products improve the lives of families and children. SLs ensure sustainability by using the SP as a roadmap to guide future action. The "Environmental Conditions and Trends" and "Current and On-Going Activities" section of the SP identify implementation trends, directions and possible issues that may impact DCS service delivery.

Continuous process improvement is a DCS strategic advantage that is used as leverage to manage emerging trends. Adequate funding has been an issue since the federal Deficit Reduction Act of 2005 and DCS has implemented improvement strategies to mitigate.

Sustainability is addressed by acquiring cutting-edge technology to increase efficiencies and leverage resources. SLs authorized the investment in mail processing OPEX machines for Central Services. Prior to OPEX, personnel hand-opened mail and payment envelopes. Originally, OPEX opened envelopes and extracted the contents. However, the machines were chosen for their flexibility and continuous process improvement potential. Central Services used the process improvement model (Figure 6.1-1) to update and reprogram OPEX. Today the OPEX machines not only open, sort and scan mail and payments but also read and record payments. They even recognize foreign payments so that the appropriate exchange rate can be applied. As a result, payment processing efficiency has gone from 1.8 days to less than one day and allowed approximately eight FTEs to redeploy into work requiring a greater degree of human judgment and mitigating any reduction in FTE allotments.

It is estimated that one third of DCS staff will retire in the next five years, a process hastened by a SFY 2010-11 DSHS voluntary separation program designed to reduce staff to meet new reduced funding levels. DCS has a need to recruit and retain a highly motivated workforce that is adaptive to economic and technological changes. The SP addresses this in several ways. For example, systematic exit and stay interviews focusing on why staff choose to remain with DCS and why they choose to leave are an SP initiative. Currently in pilot stage in the Seattle FO, the learning will be incorporated into training and a career development program.

The value of "continuous learning" is evident in DCS' culture of identifying and developing leadership skills. DCS created a developmental job assignment (DJA) to create a Staff Development intranet site and address other staff development needs. DCS encourages and supports generous training and development opportunities. Focusing on leadership training, some of the course offerings include:

- Leadership Academy - Cascade Executive Program (part of the Evans School at the University of Washington)
- Leadership, Coaching for Performance and Managing Change courses
- Leadership Academy offered by the Washington State Department of Personnel (DOP)
- ESA Supervisor Academy (for line supervisors and those who aspire to be)
- ESA Leadership Academy (second line leaders or those who aspire to be)

Other examples of available leadership opportunities are job shadowing, mentoring, Strengths Finder 2.0, Leadership Challenge LPI 360-degree evaluation and the Washington State Leadership Speakers Series. Coupling high-caliber classroom activities with practical, hands-on assignments and mentoring opportunities, DCS is developing leaders that will ensure a continuity of philosophy and excellence.

DJAs and temporary job assignments are available to all staff. A DJA allows an employee to work out-of-class developing skills and broadening their network of contacts. The DJA can take place outside of DCS (Cat. 5.1b(4)). The Executive Assistant to the Director is an example. The incumbent is on a DJA to OCSE allowing another staffer a chance to learn and contribute at a higher level. Opportunities are consciously

granted. In the case of the Executive Assistant, DCS not only builds internal capacity but places a DCS staffer within a partner organization thus creating an opportunity to share knowledge and further integrate experiences for mutual benefit.

DCS SLs are members of national, regional and local associations allowing a larger perspective on child support work. SLs are members of national groups and participate in national and regional conferences and seminars to enhance their skills.

Looking ahead, DCS SLs have convened a comprehensive workgroup, "DCS of the Future" to examine the integration of DCS work systems (including innovation) into a fully systematic service delivery model incorporating the MVV and the lessons of the SP.

Performance results are critical given their direct relationship to customer outcomes and to DCS funding. Recognizing a series of fragmented processes for addressing and analyzing those measures, SLs created the PA position in 2005. Each of the FOs and Central Services have at least one PA. PAs gather, analyze and present data and reports on FO performance and productivity. They also complete an annual performance projection including an environmental and economic scan of the year to come. SLs then determine direction, emphasis points and possible performance improvement areas. The role of the PAs is updated annually and expansion of that role is a current SP initiative.

DCS views internal audits as opportunities for learning as well as creating accountability. In 2002, an EMAPS self assessment audit (SAA) revealed problems in meeting the federal criteria on case closures. SL's plan included a full audit, gathering of data and correction of cases closed in error. Cases scheduled for closure were also reviewed. Training was formally developed and delivered at the DCS level but the process gave line supervisors and lead workers the tools necessary to provide ad hoc or informal guidance to staff. Subsequent audits show that case closure compliance improved significantly and has consistently exceeded the federal criteria (Figure 7.6-10).

1.1b(1) Technology is a key to accurate, immediate and comprehensive communication to DCS staff from SLs. Upon log-in each employee's home page is the DCS intranet. It is required reading. SLs and program staff communicate via a DCS News forum (Cat. 5.1a(2)). The home page is used to communicate technical issues, policy updates, performance figures, job postings, training opportunities, payment processing updates from Central Services and staff "Kudos." Staff input is solicited for draft documents and policy changes. The home page is a continuous work in progress; additions, deletions or changes are made per programmatic needs and staff suggestions.

The home page links to the Director's site which provides historical memos, LT meeting minutes and an opportunity to query the Director through an "Ask David" e-mail box. Answers to questions with statewide applicability are posted. The Director's page models the transparency of operations that DCS strives for.

The Director visits all FOs at least annually. In some instances, it is simply to engage staff. For instance, in 2007, the Director paid unannounced visits to each FO to meet one-on-one with all staff, in their cubicles, presenting each with a letter of appreciation. Other HQ SLs make it a habit to visit the FOs as well, attending all staff meetings, trainings or employee recognition events.

The DCS LT hosts a quarterly Expanded Quarterly Teleconference. All DCS supervisors and program staff are invited to attend part of the LT meeting via a conference call. Items of interest typically focus on budgetary concerns, legislative issues, new policy and personnel updates. The format provides a question and answer opportunity.

Two-way communication between SLs and staff is encouraged. The Conversation Café debuted at the DCS Training Conference in 2008. A facilitated round table focus group-style discussion provides SLs an opportunity to listen to the compiled thoughts of staff focused around specific topics. Staff feedback about the format was positive, and the model is now used to solicit information from staff when a survey is too limited. The Staff Development Coordinator used this technique to elicit input from staff. The learning gleaned was presented to LT, approved, presented to all supervisory staff and ultimately included in the new staff development website.

SLs utilize an open door policy, e-mail and action planning around the Employee Satisfaction Survey (ESS) (Cat. 5.1a(1)) to encourage communication.

Controversial decisions or those that may affect staff personally are communicated in person unless there is a need for a standardized, immediate distribution. In that case, the news is posted on-line to DCS News. Even when the initial news is disseminated in person there is a follow up DCS News announcement. When SLs determined that the Fife FO lease would not be renewed after expiration, the Director announced this to Fife staff in an all staff meeting in order to allow for questions and frank answers.

Routine decisions such as the finalization of an administrative policy or training schedules are announced on the DCS home page.

SLs take an active and creative role in reward and recognition of staff. SLs in all locations have a standing agenda placeholder to present awards and recognitions at all staff meetings.

DCS develops and funds several formal and informal recognition processes (Cat. 5.1a(3)). SLs also make it a practice to write applications for national awards for individuals, workgroups and projects. In September 2009, a DCS/CSD/WA Coalition Against Domestic Violence collaboration won the prestigious OCSE Commissioners Award for Innovative Partnership because of a SL generated application.

SLs systematically disseminate DCS' performance success in achieving the federal criteria. All staff know that DCS is a national leader, a source of pride and motivation (Figure 7.1-4-8)). EMAPS continuously tracks DCS progress in meeting the Federal performance criteria (Cat. 4.2a(1)). The information is

shared with staff through the DMs and PAs to sustain focus. PAs formulate plans for improvement based on what has worked in the past, the current economic environment, new collection tools and staffing levels. Thus SL communication perpetuates the process improvement cycle.

1.1b(2) SLs create a focus on action to attain objectives and improve performance through continuous reinforcement of the MVV and emphasis on completing SP initiatives. SP initiative progress is tracked and available to all staff on the intranet.

SLs review several performance databases monthly at LT meetings. EMAPS maintains a performance dashboard indicating monthly progress on critical performance measures including total collections, support distributed to families, paternity establishment percentage, current support collection percentage, percentage of cases with a payment to arrears and cost-to-collections ratio. EMAPS data is available at the state, FO, unit and SEO level for most of these measures. LT also reviews the biennial DSHS Client Survey, the biennial ESS, progress toward strategic plan objectives, budget and expenditure reporting and audit data as well as informal data generated by group discussions.

DCS began using Government Management and Accountability and Performance (GMAP) presentations at LT meetings in 2005 to focus on performance and to align with the Governor's vision of performance management. The process went through several process improvement cycles before DCS moved to a performance review system in 2009. Rather than create detailed PowerPoint presentations, SLs view, discuss information and make assignments for further analysis directly from the EMAPS dashboard. Performance reviews have proven to be more interactive and thought provoking than GMAPs.

The DCS Training Unit continuously develops and delivers training to staff, in close cooperation with FO Training Coordinators. SLs are committed to ensuring adequate time and resources are provided for staff training and development. This commitment ensures positive performance is achieved and customers receive accurate, timely and fair service from DCS.

SLs commissioned the SEMS Prioritization Workgroup, getting updates and tracking progress (along with all staff) online. It exemplifies a system that links input from the users of DCS technology with computer analysts and programmers. This ensures alignment between technology and performance results. A cross-sectional workgroup analyzes and prioritizes system enhancement requests from staff. Through testing and development, ideas often lead to system enhancements that help staff accomplish work more efficiently and improve performance. This vetting and testing process also seeks post-implementation feedback so adjustments can be made as necessary.

1.2 Governance and Societal Responsibilities

1.2a(1) The SP is DCS' guiding document, and progress toward initiative completion is reviewed regularly at MT, LT and is available to all staff on the intranet.

DCS is a vigilant about cost effectiveness, an important public value. Each year the DCS LT evaluates how funds allocated to DCS will be deployed. DCS participates in monthly fiscal status reviews where the status of its spending and retained support collection targets is reviewed before the DSHS Secretary, the ESA Assistant Secretary and fiscal staff. DCS also maintains fiscal control by having the ESA Child Support Funding Policy Manager as an SL and member of the MT and LT. Updates of spending patterns against budget allocations are reviewed at least monthly at MT and LT meetings. Spending is segmented to the FO or HQ section level and is viewable by all staff on a financial dashboard. DMs control and monitor FO spending.

SLs strive to balance resource expenditures and collection results. DCS stays within fiscal allotments by carefully monitoring expenditures. DCS strives toward the $5-to-$1cost-to-collections ratio mirroring the federal measure.

SLs work to ensure DCS continues its efforts to be a more transparent organization. As noted above, DCS shares and invites comment on draft policy with customers, partners and stakeholders. As an entity under scrutiny by the public and the media, it is imperative that staff actions are guided by the MVV, ethical and are procedurally correct. A recent example is when SLs recognized the need for clearer policy to prohibit DCS staff from participating in the auction of property seized from an NCP to pay delinquent support.

DCS works under strict public disclosure laws and policies due to the confidential nature of case information. IRS information is especially well safeguarded. Information sign out procedures, dedicated lock boxes and post-use shredding are required. DCS has a central Public Disclosure Officer (PDO) in HQ with PDOs located in all the FOs.

Internal audits fall within the scope of EMAPS. EMAPS staff are OSD employees funded by DCS. EMAPS embodies a commitment to data-driven organizational learning. EMAPS completes an annual SAA (Figure 7.6-2-10). The most recent SAA found DCS in substantial compliance in all current federal program areas.

DSHS completes voluntary Change of Administrator audits as mentioned above. The State Auditor's Office (SAO) schedules an annual slate of audits involving accountability (accounting, cash handling, etc.), IT systems access and control and other internal controls and security issues. The federal government audits DCS handling of IRS information, IT systems certification and security and data reliability. Audits are welcome opportunities for learning and process improvement. DCS also conducts an annual enterprise risk-assessment self evaluation (ERASE).

1.2a(2) SLs, and by extension all DCS, are evaluated based on measures of key performance indicators. The EMAPS dashboard tracks child support indicators, fiscal staff use the financial dashboard to track fiscal indicators and progress toward completion of the SP are available on the intranet. Central Services tracks a wide range of important process measures including referral, payment and mail processing. HQ SLs are able to provide detailed explanations of the numbers and other in-process measures in LT Performance Reviews and

in weekly "issues" meetings with the Director. In addition, SLs are evaluated through staff and customer surveys. SLs complete a Baldrige leadership survey approximately annually which provides a benchmark of how well SLs believe DCS is performing in each of the Baldrige categories. It also provides a basis for discussion about SL's personal effectiveness.

1.2b(1) Because of the potentially oppositional nature of DCS core customers, it must balance their service delivery needs. At the individual level staff are trained in customer relations. Proactive preparation includes number of classes offered to better prepare SEOs. Verbal Judo and Crucial Conversations are examples. Staff, who have the authority to personally resolve many if not most issues, address and answer concerns immediately and respectfully. All offices phone systems allow a customer to speak to a person should the RSEO be unavailable. Systems are in place in each FO to ensure messages are returned within 24 hours and there is a process for escalating complaints. Individual customer processes are discussed in detail in Cat. 3.

All DCS offices participate in a paper, glass, aluminum, and plastics recycling program. All offices purchase 100% recycled paper. DCS works with facility staff to conserve electricity and other resources. DCS participates in the Commute Trip Reduction program, encourages carpooling and flex-schedules to reduce travel time and the impact travel has on the environment and infrastructure. An administrative reassignment program offer was extended to staff in 2009. Staff were offered, business needs permitting, a transfer to an office more convenient to their home, saving them money and reducing the impact on the environment (Figures 7.4-16 and 7.6-18). Based on the success of the first reassignment effort, another will be offered in the second quarter of SFY 2010.

Audits as described in 1.1a(2) and 1.2a(1) are a valuable tool in gauging DCS' progress and status in meeting regulatory and legal and program (Figure 1.2-1). DCS staff work with the grantors and other authorities to correct any findings including those relating to DCS' county partner agencies.

DCS stakeholder linkages have resulted in a community focused approach to the delivery of child support services. SLs consult with and involve customers, stakeholders and staff when developing policy. Operational results and policy align because both formal rulemaking and informal policy development processes are transparent and engage staff and stakeholder input. New collection tools, often derived through policy development, support the work staff must do to achieve strong performance results. The online DCS handbook is an example of how staff are supported by ready access to policy guidance and instructions on how to take actions within the law and policy.

When internal policy is to be developed, the assigned author sends the proposed policy for review via e-mail for interested external customers, stakeholders and partners and electronically posts to the DCS Homepage for staff comment. Responses are returned to the author for possible incorporation into the policy. If the policy topic has broad or significant customer or stakeholder impact, cross divisional workgroups and public hearings are sometimes used to ensure full understanding of the feedback. Once implemented, all staff feedback is encouraged. Staff may report directly to Policy or use their chain-of-

command. Feedback from customers about policy is also received via legislative inquiries, when senior leaders attend regular advocate meetings and from CRU.

Critical Incident Reports are an on-line tool to report significant negative events. Categories of critical events include: Threat to Employees, Threat to Clients, Theft, System or Databases, Reputation of DSHS and Property / Equipment. Critical Incident Reports are shared with SLs and ESA allowing systemic monitoring of risk and ethical incidents throughout the administration.

1.2b(2) Ethical behavior is incorporated in DCS values and the SP. As described above in 1.1a(2), DCS acts quickly and decisively to stop the inappropriate action, notify those who may be impacted negatively, take corrective action and then initiate a process improvement effort to learn from the event.

DCS' core work is legal in nature. Confidential information retained and accessible to staff is protected by clear, established controls and procedures. Leaders at all levels are expected to model ethical behavior. If violations occur at any level in the organization, formal procedures are followed to correct the behavior and apply appropriate corrective action. Staff attend a variety of mandatory trainings, including ethics, confidentiality and sexual harassment prevention. Annually, staff view and (re)certify their understanding of ethics and confidentiality standards. All DCS Supervisors take advanced classes in ethics and "just cause" disciplinary practice so they recognize and maintain an ethical environment and can respond appropriately should something occur. Supervisors also outline these expectations in annual employee evaluations and at unit meetings to ensure understanding. FO Training Coordinators have tracking systems to ensure requirements are met. State Ethics Board opinions, DSHS and DCS policies and messages from SLs help delineate ethical boundaries. DCS works closely with ESA fiscal staff to assure fiscal accountability for all contractors and vendors.

Examples of systems that ensure ethical behavior include:
- Cameras to monitor cash handling security areas and cash handling controls and audits
- ESA Leadership Academy (for second line or above leaders or those who aspire to be)
- Computer systems with password and time-out protections
- Computer screen tracking that allow a review of case actions taken and cases accessed by staff
- "Conflict of interest" cases are transferred to another FO immediately upon discovery
- Case redistributions to other staff and the ability for others to see all case records and actions
- Supervisor spot audits and dual review of manual application or the adjustments of funds on cases
- New employee reference checks and orientation ethics training
- Multiple alternative avenues for customer feedback through leadworkers, supervisors, CRU and Conference Boards
- Internal and external audits to ensure regulatory compliance and systemic data integrity
- ERASE process and inventory controls
- Grant (EMAPS), fiscal (OSD) and contract (OSD) monitoring

1.2c(1) The mission of DCS is in itself a strong statement of social responsibility and value added to communities. DCS' collection and distribution functions make it a premier anti-poverty program. Cost Avoidance, a measure of public assistance <u>not</u> used because of DCS' work, contributes significantly to the social order (Figure 7.3-6). Beyond DCS' core work, staff take initiative to support the community through charitable giving (Figure 1.2-2). DCS has established a "Database of Good Works" to track, monitor and recognize the valuable work its staff does in the community. These activities are visibly supported by SLs and showcased on DCS News and when SLs speak at all staff meetings.

DCS has an SP initiative to better serve NCPs by focusing on their individual needs. DCS has learned that it cannot continually improve by direct collections alone. This item was added in recognition that a successful person is more likely to pay child support. Assisting NCPs with obtaining job skills and employment or receiving treatment for mental illness or substance abuse is a strategy borne out of a cycle of learning.

Figure 1.2-1 Key Processes, Measures, and Goals for Regulatory and Legal Requirements

Areas	Agency/ Group	Processes	Measures	Goals
Regulatory /Legal	State Auditors	External audit	# Findings	0 adverse findings
	OCSE	Annual IRS Safeguard Audits	Pass/Fail	Pass
	DCS	Annual Internal IRS Audit	Pass/Fail	Pass
	DCS	Annual Self Assessment Reviews	Pass/Fail	Pass
	OCSE	Annual Data Reliability Audits	Pass/Fail	Pass
	OCSE	State Plan	Approval	Approved plan
Risks	Public	Public Records Requests	Number of class action lawsuits	No lawsuits
	DSHS	ERASE	Annual	100%
Ethics	DCS	Critical Incident Reports	Monthly	No ethics violations
	DSHS	Change of Administrator Audit when a FO has a change in DMs	# Findings	0 adverse findings

A healthy, safe, self supporting NCP not only increases the likelihood of receiving regular child support payments which benefits an individual family but adds value to society as well.

1.2c(2) DCS supports key communities as part of its striving to accomplish work goals. Its key communities reflect the DCS and ESA MVV. DCS focuses on children and families, promotion of responsible parenting along with self-sufficiency, healthy families and social service. DCS with the encouragement and direction of SLs supports key communities with current and ongoing activities in a variety of ways.

Figure 1.2-2 Examples of Staff Community Activities

Puget Sound Blood Center • Bread of Life Mission • NW Harvest • Food Connection • Volunteers of America • Commission of Hispanic Affairs • Teen Outreach at local schools • Holiday Gift Drive for Foster Care kids • Peri-natal Community Task Force • Young Father Program • CSO Community Fairs • Yakima Health District • ESD Job Fair • Health Fairs • Tree of Sharing • Thurston County Food Bank • Domestic and Sexual Violence Crisis Center • Walk for Life • Christmas in July Food Drive • Relay for Life –Outreach at Community Health Clinics • Chelan & Douglas Counties Domestic Violence Sexual Assault Board • Columbia River CSO Toy Drive • Teen Child • Friends of Youth • Adopt-a-Family • Emergency Food Network • Salvation Army • Well Read, Well Fed Drive • Big Brothers/Big Sisters

Outreach coordinators in FOs coordinate community activities at reservations, schools, hospitals, community fairs, work release facilities, prisons and many others. DCS coordinates with domestic violence advocacy groups to review and update DCS policies and participates in fatality reviews to investigate the impacts of DCS (if any) on the death of a CP due to domestic violence. DCS has established working relationships with NCP advocacy groups. DCS works with Dispute Resolution Centers making referrals pertaining to domestic issues, especially visitation. DCS has been a key player in the federally funded "Healthy Marriage Initiative" which gathers information on how faith-based and community organizations can work together to promote healthy marriages and responsible fatherhood. DCS is part of "Project Get Connected" which includes representatives from OCSE, DOC, Community Colleges, Prosecuting Attorneys, CSD, WorkSource and community advocacy groups. DCS has a New Hire Liaison who works with the business community promoting DCS' MVV and assisting employers with child support compliance issues.

Category 2: Strategic Planning

2.1 Strategy Development

2.1a(1) The 2009-2013 SPP began with the previous SP effort. DCS retained what worked including cross-functional planning teams, a variety of information gathering methods: staff and customer focus groups, customer surveys, SWOT, brainstorming and key stakeholder interviews.

This information was then used to refine DCS' MVV framework under which goals, objectives and initiatives were developed. The SP was reviewed in 2003 and 2005. Under the leadership of a new Director in 2006, MT incorporated initiatives from ESA's SP into the DCS plan to create the 2006-2007 Performance Plan, focusing on the core performance aspects of DCS' mission. Its four major goals:

- *Providing quality services to **CUSTOMERS***
- *Appreciating and respecting **STAFF***
- *Valuing our **PARTNERS***
- *Serving as good **STEWARDS***

In 2007, DCS began to focus on identifying and researching long-term goals. Figure 2.1-1 outlines the SPP timeline. The result is the current DCS 2009-2013 SP. The 5-year period aligns with DSHS and ESA SP cycles and meets Office of Financial Management (OFM) requirements. While the formal plan is for five years, part of the SPP looks as far as 15 years into the future. Regularly scheduled meetings provide DCS opportunities to review the plan with all key stakeholders and partners. The frequency of these meetings depends on the needs of the group; for example, DCS meets with WAPA on a bi-monthly basis. These naturally occurring review opportunities effectively transform the SP into a living document that is constantly revised to meet current needs.

Figure 2.1-1 DCS Strategic Planning Process (SPP) and Timeline
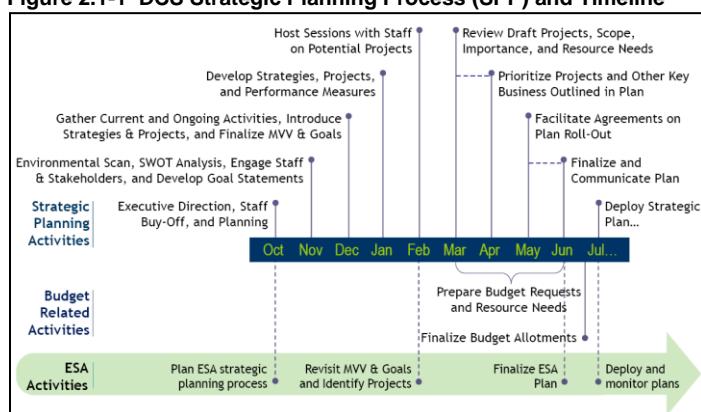
The DCS Strategic Planning Team (SPT) consists of the DCS LT and selected staff from the Field and HQ Units. These additional members, identified as emerging leaders in DCS LT discussions, join a Core Team (SPCT) commissioned by the SPT to focus specifically on the planning process. Specific effort is made to ensure all FOs and HQ sections are represented. DCS also selects an independent facilitator to direct and focus the planning process. The facilitator is chosen based on a weighted, objective matrix that analyzes factors such as: child support experience, government experience, strategic planning and experience with Baldrige quality principles. The independent facilitator helps identify potential blind spots in the planning process. Also, SPCT works with the facilitator in reviewing lessons learned from past SP efforts, both successful and unsuccessful. This process helps DCS replicate the positives and avoid the negatives.

The SPCT completes preliminary work by defining roles and responsibilities of all participants. It creates a timeline to establish accountability and a communications plan to ensure employees are informed and updated as the process continues. To perform a SWOT analysis, the SPCT gathers data from multiple sources including: employee satisfaction surveys (ESS), customer and key stakeholder feedback and independent assessments such as the 2007 WSQA Lite feedback report. Preliminary work is completed prior to the first SPT meeting.

The SPT meets monthly throughout the six month process. The first step is to review DCS MVV. Because of the strong emphasis on engaging employees, draft statements are then taken back to staff, stakeholders and partners for feedback and input before being finalized. Once MVV are solidified, they are posted on the wall as a constant visual reminder. These become the foundation for the SPP. Strengths identified by the SWOT analysis indicate DCS' core competencies and strategic advantages. Weaknesses and opportunities identified by the SWOT analysis become strategic challenges. The SWOT analysis is also used to develop project proposals. Proposals are assessed using an objective scoring matrix with weighted factors. The matrix favors projects that are aligned with DCS' core performance goals and core SP goals.

The SPT uses these scores to prioritize and sort projects into three tiers: Tier 1 projects are priorities for which resources will be allocated, Tier 2 projects are priorities which will be completed with existing resources and Tier 3 projects, while important, can be put on hold if resources are not available. These action plans are grouped into overall strategic objectives, helping to define the overall strategic structure.

Throughout the process, the SPT utilizes supervisor, peer group, FO and key stakeholder meetings as well as public focus groups to share information to ensure each piece resonates. This process also allows the opportunity for all staff and partners to identify blind spots. SLs bring a variety of viewpoints: IT, legal, customer service, process and data management, research and media relations. SLs also belong to state and national organizations. This diversity and breadth of perspectives assist DCS in identifying its blinds spots.

As the SP process concludes, the SPT re-evaluates the process and documents lessons learned, both strengths and weaknesses so that DCS can take the best of the experience, learn from it, and apply that knowledge to future SP planning sessions.

2.1a(2) During the SPP, the SPT members engage clients, staff and stakeholders to gather data for a SWOT analysis. DSHS conducts client satisfaction surveys by mail and phone every two years. Survey topics include quality of services and accessibility. Based on the responses, SPT developed project proposals to address identified weaknesses. Projects that scored highly on the matrix described above were incorporated into Strategic Objective #1 which focuses on client needs. DCS staff is surveyed every two years as part of the DSHS ESS. The SPT used this data to develop proposals that were incorporated into Strategic Objective #5 which focuses on the workforce.

The "Environmental Conditions and Trends" section of the SP examines economic conditions, demographics and social trends, DCS caseload growth and composition, federal and state legislative environment, litigation and internal policy direction, operating budget and constraints, key performance results and trends, human resources and staffing issues and IT, as well as input from partners and stakeholders. The "Current and On-Going Activities" section lists DCS projects in relation to the environment. These sections provide a background for SPT initiative selection.

Technology plays a major role in DCS strategic planning. For example, Central Services studies emerging technological advances and reviews trade publications that are focused on mail and payment processing innovations. They also review industry studies to learn about new innovations and benchmarks in mail and payment processing, and make site visits to DCS' banking representatives and check vendor. Because of this constant research, Central Services identifies technological improvements that can increase DCS efficiencies and cut costs.

As described above, the background work generates a brainstormed list of potential opportunities for improvement that are initially reviewed, prioritized and selected setting off a fast track Plan, Do, Check, Act (PDCA) cycle. This includes an analysis of whether DCS has the resources and capability to reasonably expect appropriate implementation.

2.1b(1) The DCS SP identifies five key strategic objectives. Each objective is broken down to several goals. There are specific action plans applicable to each goal. Figure 2.1-2 summarizes the action plans and identifies who has responsibility over each. While timetables for accomplishing the plans have not been identified, supporting projects are on a schedule. For example, recommendations from the DCS of the Future workgroup are due to MT in February 2010. DCS also recognizes that projects can grow in complexity, requiring flexibility beyond prescribed timelines. For example, the automated electronic referral process with the CSO is an ongoing, collaborative project to improve the system.

2.1b(2) DCS has a history of enhancing technology to streamline processes and increase efficiencies. One of the criteria used by SEMS in evaluating project proposals is the effect a proposal may have on reducing costs. Central Services continuously seeks new ways to automate mail and cash processing procedures. Because of these actions, DCS puts itself in the best position possible to operate in times of budget reductions, the loss of funds due to the DRA pass through provisions and the current economic environment. The development of a new debt calculation program to automatically and accurately compute complex calculations is another example of DCS utilizing technology to address its strategic challenges.

DCS leverages its strategic IT advantage to address strategic challenges. SEMS is the key organizational and process step between the enactment of new legislation or policy and putting tools in the hands of line staff. Additionally, technological efficiencies are a key component of continuously improving while reducing staff. IT savings can also partially mitigate the loss of staff. In SFY 2010 SEMS is investing in data storage hardware that is expected to save $500,000 to $1,000,000. These funds may be "reinvested" into the operational budget. Developed in the context of the environmental scan, strategic objectives allow significant room to develop innovative service delivery models and products. The DCS of the Future initiative (Goal 2, Strategy D) has the potential to dramatically change the DCS footprint and change the ways DCS engages with customers. Similarly, the objective to strengthen partner and stakeholder relationships exemplifies a shift in philosophy

– from DCS as a collector to DCS as a partner in the anti-poverty movement.

The minimum nine month time commitment in training new SEOs is a difficult challenge to address. Because DCS insists upon well-trained staff, it is not acceptable to shorten the time. It also takes time to learn the breadth of the SEO job. As a result, retaining fully trained staff becomes a necessity. DCS has dedicated an FTE to staff development with the goal of retention and leadership development. Exploring the alternative of caseload specialization may narrow the breadth and reduce the time it takes to achieve proficiency.

Through the SPP, the LT challenges itself to imagine how DCS could look in 15 years. A result of that creative session is Strategic Objective #2: Seek innovative ways to improve operations and performance (Figure 2.1-2). DCS also looks at innovation in technology to improve services to clients as described in Strategic Objective #1: Deliver clear and accessible services adaptable to individual customer needs and circumstances (Figure 2.1-2). For example, CPs can request e-mail notification when a child support payment is received. NCPs and employers can submit payments through an online application 24 hours a day, 7 days a week. The needs of key stakeholders are factored into the objective, weighted scoring matrix described in 2.1a(1). Two workgroups in the "DCS of the Future" project, an action plan under Strategic Objective #2, are dedicated to increasing DCS' collaboration with partners and incorporating customer feedback.

There are many sources of input into the SPP (2.1a(1)). Stakeholders and partners are consulted frequently throughout the process. The environmental scan incorporates both long and short-term trends. The variety of input perspectives ensures consideration of all time horizons and balance in terms of meeting the needs of stakeholders. Finally, the SP is a living document, flexible enough to bend as conditions change but rooted by the commitment of SL to the MVV.

2.2 Strategy Deployment

2.2a(1) DCS' key short- and longer-term action plans are detailed in Figure 2.1-2.

As a result of legislative decisions, there are three key planned changes in the near future for DCS: changes to the license suspension program, changes to how medical support will be enforced in Washington State, and a revision to the child support schedule.

There are two ways DCS becomes involved during the legislative session. The first is to actively propose legislation. Beginning in March each year, DCS decides on legislative proposals to move forward based on DSHS deadlines. In 2009, for example, concept papers were due to the DSHS Secretary for review in May. Initial concepts are weighed based on criteria such as compliance with Federal policy or law or fiscal, workload, economic, or political considerations. For concepts that are adopted, DCS must prepare a legislative packet containing a Statement of Need and Intent, a Stakeholder Plan, and Draft Language. DCS drafts an initial

proposal and then sends it out for stakeholders to review. DCS schedules follow up meetings, either formal or informal depending on the relationship with the particular stakeholder and on time constraints, to discuss proposals and gather feedback. For example, DCS meets twice a year with legal services representatives. The final packet is then submitted to the DSHS Secretary for approval. As the legislative session begins, DCS seeks sponsors to run the proposed bill in both the House and Senate concurrently while staying in contact with committee staff to address all concerns.

The other way DCS becomes involved during the legislative session is to review legislation proposed by others. Policy staff and the Director study each bill proposed during the legislative session. Bills that may have an effect on DCS are then assigned to DCS Policy staff for further analysis to determine the possible impact on DCS and how DCS can best respond. Policy staff must pay particular attention for any bills that may violate the DCS State IV-D plan as violation of the plan would result in the loss of DCS' federal funding.

After a law change, the Policy Chief assigns a team for each new bill. At a minimum, each team is comprised of a Policy attorney or program manager, a technical writer, a trainer and a SEMS representative. The team meets to develop procedures required by the new law, ensure that SEMS enhancements are possible, write a new policy and post a draft policy online for all staff to review and submit comments. Draft documents posted online are immediately available at every workstation in real time. DCS also seeks input from stakeholders and the public by disseminating draft documents through a public listserv. Whether incorporated or not, all comments receive a response from Policy. The draft policy is revised and then submitted for final, sequential review by SLs. After approval, the final policy is posted online, accessible to all staff.

A trainer's presence on the team is intentional and imperative. As a result of early involvement, the trainer has complete understanding of how policy and procedures were developed. The trainer also has the ability to plan and create training throughout the process so that it is ready for staff when the new policy takes effect. The goal is to provide training near the policy implementation date so that it is "just-in-time."

Feedback from staff regarding policy is not limited to the draft policy stage. The DCS Handbook is maintained online. Each section has a link to a form staff may use to submit comments or questions. DCS depends on this feedback from staff to help determine the effectiveness of new policy implementation.

Feedback from staff also helps improve new programs. For example, SEMS developed a new program designed to compute complex debt calculations. To prepare for release scheduled in October 2008, SEMS solicited volunteers to beta test the program prior to the full pilot with the Seattle FO. Because there were continued concerns over the program, SEMS determined it was not ready for release and made programming changes. SEMS conducted a second round of testing and then ran a second pilot. Feedback was positive. SEMS released Debt Calc 2009 at the end of June 2009. While an eight month delay in release appears negative, it was done intentionally to ensure the success of the program. DCS and

SEMS have learned through IT module development and implementation that it is better go get it right upon release rather than releasing an incomplete or not thoroughly user tested product.

2.2a(2) Figure 2.2-1 outlines the DCS SP Deployment Process. Each action plan began on a Project Proposal Form during the SPP. This form, submitted by a sponsor, requires direct linkage to the SP, a description of the major steps, the expected results, definition of how success will be measured, and the estimated impact of the project. All proposals are reviewed by the MT and scored as described in Cat. 2.1a(1).

Figure 2.2-1 Strategic Plan Deployment Process

DCS maintains a dedicated SP intranet page. The current plan, along with updates, is available for all staff to read. This page also contains links to the OCSE, DSHS and ESA SPs as well as the Governor's Priorities of Government (POG). Partners with access to the DCS intranet can also read these plans. The strategic objectives are posted on the wall at each DCS MT meeting so they stay visible. The SP is reviewed at least every six months, sooner if needed. While the SP is disseminated to staff through the chain of command, it is also shared by the DCS Director via DCS News.

One effective deployment of the SP to staff is through their involvement in the action plans. Performance related plans are relayed to the FOs by PAs. Action plans utilize workgroups comprised of a cross-section of job classes and offices. Workgroup charter statements help explain the scope and provide linkage to the SP. Other partners have liaisons who initiate action plan deployment.

The Director also uses the SP as a template to update the ESA Assistant Secretary. This ensures that information is flowing both up and down the chain of command.

DCS uses the PDCA process improvement cycle to ensure sustainability of desired outcomes (Cat. 6.1a(1)).

2.2a(3) DCS' annual budget allotment process is outlined in Figure 2.2-2. The budget contains specific allotments for SP Initiatives. It is reviewed monthly at the MT and LT meetings so that adjustments can be made as necessary. MT and LT also monitor initiative progress and assess the risk of not achieving desired results. Resource re-allocation may be necessary.

While creating the SP, the SPT uses the Project Proposal Form to analyze resource needs prior to approving the proposal: 1) IT support 2) additional program resources or dollars 3) FTE needs and 4) any Legislative, WAC/RCW or rule revisions. DCS MT takes a proactive approach in resource management. For example, MT agrees to leave FTE vacancies so that funds are available for future expenditures such as equipment. DCS also actively seeks federal grants for projects (Figure 4.2-2). When legislative mandates require program changes, DCS may ask for additional FTE resources. DCS also conducts monthly fiscal reviews at LT and MT meetings.

2.2a(4) DCS acts quickly to establish and deploy modified action plans. One example is the improper use of a database that was discussed earlier in Cat.1.1a(2). DCS took immediate action to temporarily halt use of the database, gathered and assessed data, modified procedures and then trained staff. Consistent with Strategic Objective #4 (fostering and sustaining an ethical culture), DCS also set up a system for ongoing audits and self-monitoring.

The DCS of the Future workgroup, commissioned as part of Strategic Objective #2, is tasked with exploring how DCS will operate in the future. The workgroup initially developed a steering committee and built three sub-groups to handle separate initiatives. However, the sub-groups reported back that the initiatives were inter-related and the groups could not work independently. The workgroup re-evaluated its framework, and developed a new model with two distinct design teams (Operational Excellence and Service Excellence) whose initiatives were not inter-related.

Both examples show how DCS has established a culture where self-evaluation is imperative and encouraged. Finding blind spots and acknowledging problems early in the process allows DCS to self-correct and more effectively utilize resources.

2.2a(5) Strategic Objective #5 is devoted to developing the workforce for the future. DCS is preparing for future change by exploring telecommuting and how the DCS of the Future will be organized. This objective addresses the strategic challenges of budget constraints, an aging work force and the time it takes to train new staff. One area being considered, caseload specialization, would reduce of the breadth of knowledge required of SEOs, reducing training time.

SEMS continuously seeks ways for automation to streamline daily tasks. Increased automation allows DCS to reallocate its workforce in response to staffing reductions due to budget or retirement. Technological advances also allow movement of work as opposed to employees. For example, due to a shortage of support staff in the Fife FO, DCS shifted the printing of forms to the Tacoma FO, allowing the work to be completed without reallocating employees to Fife.

For complex action plans, DCS assembles workgroups and teams using volunteers from all staff across multiple job classes and offices. Virtual meeting software enables staff to work on projects regardless of staff's physical location. Because the diversity of analysis and ideas inherent with a cross-section of staff leads to success, DCS is committed to this model for current and future projects.

2.2a(6) The lead unit for each action plan is responsible for monitoring progress. A key measurement for Strategic Objective #1 is the feedback received from the customer survey conducted every two years. Achievements in Strategic Objective #5 are measured by ESS conducted every two years. As a whole, the SP creates an accessible agency with strong stakeholder relationships and strong workforce dedicated to an ethical culture and excellent performance. These attributes allow DCS to perform well in the federal incentive measures. EMAPS maintains a performance dashboard that is accessible to all staff. In addition to detailing the agency's performance in each measurement, the data can be drilled down to the office, team and individual employee level. Employees can see how their own work contributes to their team, which in turn contributes to the office and agency.

2.2b DCS' targets are aligned with the five federal incentive measures (Figure 4.1-2). Two goals are set by OFM: 1) total IV-D child support collected and 2) child support retained by the State. ESA sets a third goal – percent of NCPs paying support. DCS also has targets for each of the local FOs to account for differences based on local economies.

FO PAs determine performance projections by reviewing the historical performance of their respective offices and completing a linear regression analysis. Linear regression analysis provides an initial target that is then adjusted for economic factors. Staff at DCS HQ Field Operations review global and national economic forecasts for indicators such as the growth or reduction of: Gross Domestic Product, employment rate, fuel costs, and the housing market. Local factors that may affect individual offices are also considered. For example, severe flooding in Chehalis in 2007, negatively impacted the Olympia FO's ability to collect support. A summary report is then provided to PAs with a consistent model for adjustments.
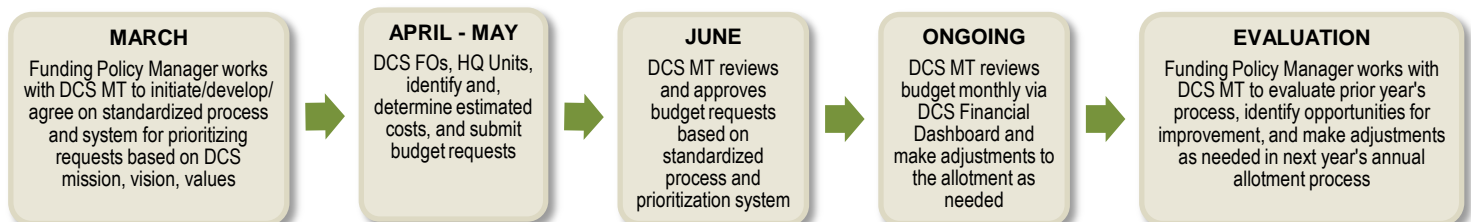
Figure 2.2-2 DCS Annual Budget Allotment Process

MARCH	APRIL - MAY	JUNE	ONGOING	EVALUATION
Funding Policy Manager works with DCS MT to initiate/develop/ agree on standardized process and system for prioritizing requests based on DCS mission, vision, values	DCS FOs, HQ Units, identify and, determine estimated costs, and submit budget requests	DCS MT reviews and approves budget requests based on standardized process and prioritization system	DCS MT reviews budget monthly via DCS Financial Dashboard and make adjustments to the allotment as needed	Funding Policy Manager works with DCS MT to evaluate prior year's process, identify opportunities for improvement, and make adjustments as needed in next year's annual allotment process

Figure 2.1-2 DCS Strategic Plan

DCS GOALS	ACTION PLANS	LEAD
STRATEGIC OBJECTIVE #1: DELIVER CLEAR AND ACCESSIBLE SERVICES ADAPTABLE TO INDIVIDUAL CUSTOMER NEEDS AND CIRCUMSTANCES		
Increase services adapted to individual customer needs and circumstances	Develop a comprehensive outreach strategy that will assist DCS in better serving NCPs	Field Operations and CRU
	Develop processes to more effectively solicit input from customers as a way to improve key processes and products, including development of a DCS Customer Advisory Group	CRU
	Enhance DCS' ability to respond to the unique needs of domestic violence victims in service delivery	Director's Office
Use technology and innovation to increase payment points and payment methods to make it easier to pay support	Explore options available for NCPs to make child support payments using credit cards	Central Services
	Explore alternate mechanisms for NCPs to make child support payments	Central Services
	Build a Tribal focused Child Support Internet Portal Services (CSPIS) site for electronic payments	Director's Office
STRATEGIC OBJECTIVE #2: SEEK INNOVATIVE WAYS TO IMPROVE OPERATIONS AND PERFORMANCE		
Enhance technology and tools to improve work efficiency	Expand the scope of the work performed by the Performance Analysts	Field Operations
	Reduce undistributed collections and enhance systems that support this effort	Central Services
	Apply for arrears stratification grant from OCSE and build systems to help staff focus on cases with higher potential for successful collections	EMAPS
Improve work environment so staff can work more efficiently and communicate more easily	Explore opportunities for service delivery enhancements through modern telephone technology enhancements	CRU
Use data and information effectively to improve analysis and relevance of operational process improvement and innovation	Implement the finding from the Bright Start Grant effort on a statewide basis	EMAPS
Evaluate DCS' operational structure	Explore and enhance tele-work opportunities for staff, including remote access opportunities for SEMS in alternate work locations	Field Operations
	Examine the case assignment process and explore opportunities for what the "Office of the Future" could look like	Field Operations
Seek innovative ways to improve operations and performance	Evaluation of Caseload Specialization Models	Field Operations
STRATEGIC OBJECTIVE #3: STRENGTHEN PARTNER AND STAKEHOLDER RELATIONSHIPS		
Proactively engage partners and stakeholders to broaden awareness and achieve better results	Initiate formal tribal outreach efforts	Director's Office
Establish methods to identify other potential partners and stakeholders	Conduct a survey of who uses or wants to use IV-D data from DCS as a means to find new partners or strengthen relationships with current partners	SEMS
STRATEGIC OBJECTIVE #4: FOSTER AND SUSTAIN A CULTURE THAT IS TRANSPARENT, ACCOUNTABLE, AND ETHICAL		
Ensure key processes are compliant to all ethical and legal requirements	Review and enhance the annual review process around required training and ethics awareness, including developing viable tracking and reporting systems to monitor progress	Policy Unit
Develop sustainability practices	Explore off-site or other facilities of back-up processing (disaster recovery planning). Study and evaluate options	Central Services
	Publish a 2007 DCS Social Responsibility and Governance Report" and create systems and processes that help track and compile efforts and data around social responsibility issues for future reports	Director's Office
STRATEGIC OBJECTIVE #5: RETAIN, RECRUIT, AND DEVELOP A HIGHLY MOTIVATED, ADAPTIVE, AND FORWARD-THINKING WORKFORCE		
Engage in proactive approaches to be a competitive employer in order to attract and retain a highly motivated workforce	Development of Exit and Stay Interview process to learn from staff	Field Operations
Develop employees' and managers' knowledge, skills, and abilities through timely and creative training and professional development.	Conduct DCS Training Needs Assessment and Update of Statewide Training Plan	Policy Unit
Prepare for workforce transition	Develop and implement a comprehensive Succession Plan for DCS that includes a leadership development program component	Policy Unit

Category 3: Customer and Market Focus

3.1 Customer Engagement

3.1a(1) DCS' core products and service are defined and regulated by federal and state law (P.1a(5)). Beyond the core services it must provide, DCS innovates within the parameters allowed by statute and regulations to meet emerging customer demands and save taxpayer dollars. Competitive, discretionary grants offered by the federal government provide an avenue for DCS to test new ideas and innovate beyond the bounds of its regulations (Figure 4.2-2). Although regulations limit how program dollars can be spent, DCS listens to customers via biennial surveys, focus groups, public forums, e-mail, the internet, staff comments and direct contact to develop new product offerings. For example, DCS utilized contacts made at the Economic Service Advisory Committee (ESAC) comprised of community stakeholders and customer advocates, to conduct a focus group of potential customers to determine the best way to pass through TANF dollars to customers. Customer focus group input and other analysis, led SLs to determine that the DCS Card was the best approach. The pass through onto the DCS Cards was implemented in October 2008.

DCS markets its services via non-traditional avenues – food banks, marketing to food assistance clients at CSOs, radio public service announcements (P SA) and media campaigns using sports figures. DCS is working to promote its application for services in collaboration with CSD via a new on-line application for benefits portal.

3.1a(2) Key support mechanisms are developed from customer survey information, available technology, maintaining on-going contacts with customer advocates, citizen advisory groups, regular attendance at meetings and with other child support agencies including those run by tribes. Some support mechanisms are required. For example, DCS is required to notify CPs of payments made. There is room, however, for process improvement. For example, DCS now notifies CPs with a monthly notice when payments have been received in that month rather than after every payment, saving mail out costs. Additionally, DCS has made recent payments viewable on-line for both CPs and NCPs, a customer convenience. DCS offers access or service options as shown in Figure 3.1-1.

Customer support requirements are determined by integrating requisite laws, program requirements and MVV with data from surveys, advocate groups and formal and informal customer feedback provided by day-to-day front line staff. One of the five goals in the 2009-2013 SP is to "Deliver clear and accessible services adapted to the individual customer needs and circumstances." The SP contains several initiatives designed to address the needs of specific customer groups including NCP outreach, addressing incarcerated NCPs, limited English proficiency (LEP) (NCPs, CPs), domestic violence victims (NCPs, CPs), building a tribal electronic payment portal (Tribal IV-D) and enhancing payment options. Each customer group DCS serves is unique and it works to develop relationships that are mutually beneficial.

Figure 3.1-1 Customer Support Mechanisms

Mechanisms	Target Audience	Features
Internet Site	All	General information, contacts, interactive support schedule, payment portal (CSPIS), payment history, available 24/7, download forms / applications for service
Tribal Internet Site	Tribal IV-D	Examples of model agreements and codes, Federal and State policies, Tribal news and links
Tribal Liaisons	Tribal IV-D, NCP, CP	Culturally appropriate service delivery to common cases
Telephone	All	1-800 KIDS line, available 24/7, "Zero out" option during business hours, speak to caseworker, client message system, CRU
CSENet	Other IV-D	Electronic data sharing / communication
E-Mail	All	Clients can send e-mail via DCS internet site and SEOs can correspond. Care taken not to transmit SSNs or personal information
Policy Liaison	Other IV-D	One point of contact for questions and concerns
Resource Fairs	NCP, CP, Employer	Providing assistance to NCPs and to DCS staff ensuring both know about available resources
Office In-Person	CP, NCP, Employer	Make payments, personal contact
Out stationed SEOs	CP, NCP	One stop to access CSD / DCS
Mailings	All	NCPs receive copies of all enforcement notices, billing statements if self-payers, CPs get all establishment notices and monthly disbursement notices Inserts on various topics, including DV and EFT are regularly included in customer mailings
Brochures	NCP, CP	Plain talk principles incorporated, providing general information; distributed within each field office, sister agencies, community businesses and advocacies. Ex: 2007 Governor's Plain Talk award for inmate brochure
Radio Public Service Announcements	NCP, CP, Employer	English and Spanish PSAs made available to over 150 radio stations
Television PSA	Employers	In May 2008 Comcast broadcast an interview spot with DSHS Secretary Robin Arnold-Williams aimed at the employer community. The spots aired throughout the greater Puget Sound are every day for two weeks.
Marketing Posters	All	Using high profile professional sports figures to reinforce the importance of CS and how to contact DCS
Remote, on-location assistance	NCP	Pilots are underway providing SEOs live, remote SEMS access to help NCPs at Tribal offices, the King County Correctional Justice Center, and the King County Drug Court.

In 2003, DCS universally deployed customer service standards and practices. DCS Administrative Policy 1.09 outlined customer service goals, policy and states SL's commitment to provide on-going customer service training. The policy was updated and codified in the DCS Handbook in August 2008. The Handbook provides clear expectations to all staff regarding the need to communicate in a courteous, respectful and professional manner. Clarifications are provided by Handbook staff through e-mail, DCS News postings and Director's messages. Training is given to all new employees. New SEO staff receive training in an academy or one-on-one setting and refresher training is provided in all offices. All DCS staff are required to take Achieving Extraordinary Customer Service training. CRU staff receives additional conflict resolution training. Many other training opportunities are available including classes in Verbal Judo and Crucial Conversations.

DCS ensures customer support expectations and requirements are deployed through mandatory training to all employees. Customer service expectations and compliance are reviewed through the PDP process. Customer service, communication and tribal modules are included in the RTI (an intranet training guide) and all new employees and their supervisors verify that each topic has been reviewed and understood by the new employee. A Tribal Enforcement chapter and a Customer Service, Communications and Public Relations chapter are included in the Handbook. Additional trainings are conference calls and in-person. Each office has a Training Coordinator (TC) responsible for verifying mandatory training attendance. TC's meet monthly to discuss training implementation, identify training needs or opportunities for improvement.

3.1a(3) DCS reviews its approach to customer service delivery for efficacy. In July 2009 DCS initiated a survey asking customers how DCS can best communicate with them, an SP initiative. DCS also reviews new technology on an ongoing basis to determine if better service delivery solutions are available. SEMS employee's Position Description Form (PDF) contains the expectation to integrate new research and innovation into existing processes. One of the DCS values is innovation; thinking outside the box is encouraged and supported. For example, the innovative CSIPS site allows NCPs and employers to make payments over the internet using a linked bank account. This process saves customers and DCS time and money.

DCS monitors customer service approaches in other states by attending national and regional conferences and participating in cross-program conference calls and workgroups. DCS also obtains information about other state programs via its Region X OCSE partner/grantor.

Most importantly, DCS listens to its staff. DCS employees providing day-to-day customer service are the most likely to notice trends or patterns of interaction that affect the work. Line SEOs were the first to notice a significant number of new unemployment claims in the fall of 2008. That information sharing led to a PA assignment to investigate what DCS could do to mitigate or proactively manage the effects of a large scale exodus from the unemployment roles as benefits were exhausted. DCS developed a flier to help staff refer customers to

WorkSource where career development and job search services could be accessed free of charge. That work is on-going. DMs share local outreach and education information with other DMs at monthly meetings providing opportunities to nurture and spread new ideas for additional customer service initiatives. DMs also report their local customer service information at LT meetings. This gives SLs the opportunity to review local initiatives to see whether they could be helpful in other regions and to deploy them statewide if appropriate. An example of a program expansion as a result of this process is out-stationed SEOs in CSD offices. Having seen success with singular co-located employees, the Everett FO is currently out-stationing an entire team. Results of pilot are shared with SLs to further evaluate the feasibility, effectiveness and effect on customer service.

DCS develops its SP by incorporating information from liaisons, customer surveys, and focus groups (Figure 2.2-1).

3.1b(1) Building strong relationships with customers and growing customer satisfaction and loyalty can be challenging because many CPs and most NCPs enter the child support enforcement system involuntarily and may have opposing opinions of the same DCS action. DCS believes in treating all customers with dignity and respect. A focus on the customer is explicit in the MVV and that intent and spirit transitions to an action orientation through SP initiatives which cascade to the individual level in new employee training, mandatory training and the PDP process. Customer service is a core class at the ESA leadership academies.

Recognizing that DCS' customers often have oppositional or conflicting desires or interests, DCS strives to balance the needs of all parties by listening, reviewing and focusing on child support outcomes. Performance outcomes as described in Cat. 4.1a(1) are important indicators of customer service.

DCS reinforces customer service expectations with staff through mandatory customer service training. Additional customer related trainings such as Public Disclosure, Responding to Domestic Violence and Crucial Conversations are available.

The DCS Tribal Relations Team (TRT) facilitates communication and provides customer service to all tribes including those with IV-D programs. Currently seven tribes have comprehensive child support programs, one is in "start up" mode and four other have expressed interest. The TRT provides interested tribes with resources, guidance and support in a government-to-government context. FOs with tribal IV-D programs nearby provide day-to-day customer service.

Tribal cases are segmented within specialized tribal caseloads. FOs located near tribes have specialized tribal teams assigned to tribal cases. These teams serve as local experts for this customer base. Issues and best practices are shared formally at monthly teleconferences between the TRT and FO tribal liaisons and informally as questions or events arise.

Local offices are encouraged to develop outreach or educational programs to improve customer service to specific local customer groups such as prisoners, teen parents or veterans. Local tribal teams attend cultural festivals to further educate themselves

about their customers and tribal employees are invited to attend trainings at regional field offices to improve cooperation and understanding between DCS and tribes.

FOs have developed inmate outreach programs to improve services to incarcerated NCPs by helping them obtain modifications to support orders and increase their ability to meet their obligations upon release. Outreach to NCP inmates has helped to avoid accruing excessive debts which has improved DCS' performance and customer relationships.

3.1b(2) DCS customers who enter the system through public assistance are defined by law. DCS focuses its potential customer efforts on parents who are not currently on public assistance (Figure 3.1-1). EMAPS research has shown that regular child support payments tend to divert CPs from costly public assistance programs. DCS focuses on strengthening relationships with existing customers by improving performance measures, providing self-help options on its KIDS system and the internet and making staff available for any walk-in or phone customer with or without an appointment.

CRU creates and distributes PSAs targeting specific customers to explain changes and provide information regarding DCS programs. PSAs are provided to newspapers, radio and television stations and to the internet (Figure 3.1-1).

DCS assigns liaisons in HQ and FOs to ensure strong relationships with customers and to work with partners to develop more effective ways to meet the needs of shared customers. DCS liaisons worked with CSD and the Veterans Administration in 2008 to develop a joint letter of outreach to veterans returning from active duty which offered information regarding DCS services. Liaisons with the county clerks developed a pro se brochure to help people utilize the court facilitator services maintained in the clerk's offices. Tribal liaisons work with tribes and tribal customers.

3.1b(3) Maintaining a customer focused workforce is integrated into DCS as Goal 1 of the SP: "Deliver clear and accessible services adapted to individual customer needs and circumstances." DCS conducted a survey in 2009 asking NCPs and CPs how best to communicate with them (Figures 3.1-3 and 3.1-4). This information will be incorporated into the recommendations for Goal 1.

Figure 3.1-3 Top 3 Best Ways to Hear from Customers

Best Way	All	CP	NCP
Phone	18.3%	20.4%	16.1%
Mail	16.8%	18.8%	16.1%
Internet	15.8%	16.4%	13.4%
Total	50.9%	55.6%	45.5%

3.2 Voice of the Customer

3.2a(1) In addition to phone, mail, email, and in person visits, DCS seeks customer input by inviting comments during policy formulation and rulemaking processes, participating in child support workgroups, conducting customer surveys, funding and staffing a multifaceted customer relations unit (CRU). DCS

maintains ongoing contacts and relationships with customer advocates, citizen advisory groups, leaders of business and professional organizations, legislators, other government officials, tribal leaders and other child support agencies. Access to service, speed, quality and cost-effectiveness feedback is shared at MT and LT meetings where SLs initiate process improvement efforts as necessary.

The 2007 legislative session directed DCS to convene a workgroup to "examine the current laws, administrative rules, and practices regarding child support." The workgroup met regularly and was comprised of DCS, customers, legal professionals and academics. Public forums were held and public participation was encouraged. Recordings of meetings were made available to the public and minutes posted to a public website. Solicitations from input were sought through public testimony sessions at meetings and via the website. The workgroup's recommendations were submitted in the 2009 legislative session, and all recommendations that had obtained group consensus were approved and became law. Internet meetings were held for all staff to review and practice using the new worksheets. They were integrated into the administrative child support establishment process in October 2009.

DCS uses the same listening approaches for most customers. However, some specific customer segments require special approaches. Tribal customers are assigned to specific tribal teams who are trained specifically in government-to-government relations and the nuances of dealing with specific sovereign tribes. DCS also receives information from DSHS' Office of Indian Policy (OIP) and ESA's State Tribal Relations Office (STRO) which may not be specifically IV-D related but may have implications affecting child support. LEP customers who may not speak or read English well are offered the opportunity to provide information in their native language. DCS hires SEOs fluent and certified in other languages as well as contracting to provide services.

DCS employees also can direct current clients to these services to assist them with entering or modifying child support orders on their own. Through DCS' ongoing relationship with the court facilitators, it partially solves the need for additional tools and resources to assist current and potential customers. DCS regularly educates facilitators (Figure 3.2-1).

Although DCS does not have true competitors, it works closely with partners to obtain actionable information and feedback from former customers and potential customers on our services. For example, DCS collaborates with tribes on a government-to-government basis to provide services that best meet the needs of Native Americans. DCS initiated a pilot project in 2007 to provide a IV-D IT system to the Colville Tribe. Implemented in 2008 and operationalized by contract in 2009, the collaboration has provided a world class case management system (SEMS) to the Tribe, provides revenue to DCS and has solidified an organizational relationship.

3.2a(3) DSHS Administrative Policy 8.11 provides guidance to resolve and respond to complaints. DCS has established additional policies to address issues specific to DCS.

DCS manages customer complaints through escalating supervisory levels. If customers aren't satisfied with DCS actions their concerns will be addressed by a lead-worker, supervisor, CSPM or DM. Customers may also contact CRU in HQ. CRU staff work in conjunction with the FO and HQ staff including SLs, if necessary, to resolve complaints effectively.

CRU staff act as customer ombudsmen. Free interpretive services are available for those who don't speak English.

More formal complaints from customers, their legislative or legal representatives, are logged in a CRU database to track the resolution process. All letters written by CRU are imaged, emails are archived and phone conversations are posted in SEMS so if the customer contacts DCS with another concern, employees can review past issues and provide consistent and timely responses (Figures 3.2-2 and 3.2-3).

Figure 3.1-4 Respondents by Client Type

Figure 1. Respondents by Client Type

Other 48 (2%)
Did not answer 204 (10%)
CSO 54 (3%)
Both 74 (3%)
CP 1,107 (51%)
NCP 679 (31%)
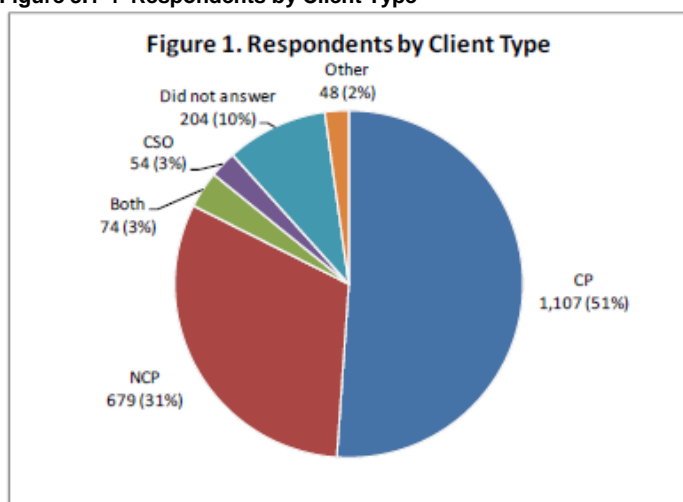
Figure 3.2-1 Policy Tools and Resources

Tool	Partners	Availability/ access
How to obtain or modify a Child Support Order on Your Own brochure, DSHS 22-021	DCS policy, courthouse facilitators	Online, hard copy distribution to FOs, facilitators, local legal assistance groups
Declaration Regarding Public Assistance, DRPSC 01.U0600	DCS policy, courthouse facilitators, Supreme Court pattern form committee	Online
Quick Help Guide for Facilitators	DCS, facilitators	Online, laminate distribution to facilitators, local legal assistance groups
Request for Income Information for Purposes of Entering a Child Support Order, DSHS 18-701	DCS policy, staff, and customers	Online, contacting DCS

Since complaints are received from customers dealing with highly emotional, sometimes volatile issues, training is provided for staff to help them communicate effectively in stressful situations. Crucial Conversations, Seven Habits of Highly Successful People, Domestic Violence, Suicide Awareness and

Diversity training, in conjunction with ongoing training about changes in laws and policies, ensure employees are prepared to address customer complaints, questions or concerns efficiently.

Another venue for resolving complaints is DCS' legislatively authorized Conference Board process. Any customer can request an informal meeting (phone or in person) with a DCS attorney and one or two experienced SEOs not associated with the case to resolve the issue. The attorney issues a written decision which can write off debts owed to the state, resolve disputes of fact and reverse or amend collection actions. Conference Board staff track decisions by type of complaint in order to provide training to staff or to make suggestions for systemic change.

Figure 3.2-2 Who Contacts CRU

All Others 25%
CPs 28%
Employers 20%
NCPs 26%
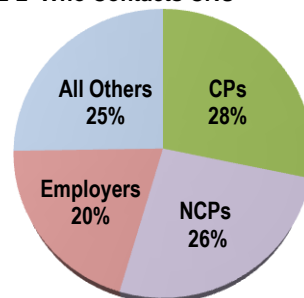
Figure 3.3-3 Response Times

Type of Contact	Type of Customer	Maximum Response time
Phone	DCS customer, DCS employee, Other agency, Employer	1 business day
E-mail	DCS customer, DCS employee, Other agency, Employer	2 business days
Letter/ Referral	DCS customer, DCS employee, Other agency, Employer	4 business days or by due date if earlier

3.2b(1) DCS has well-established ways of listening to the needs and expectations of other child support agencies. Interstate work-groups and annual training conferences are two excellent vehicles for this purpose. Every year that budget permits, DCS sends staff to training conferences sponsored by the National Child Support Enforcement Association (NCSEA) and the Western Interstate Child Support Enforcement Council (WICSEC). Attendees prepare written reports and share what they learned with SLs who share via net-meetings, all staff meetings, presentations to specific audiences, news articles on DCS' intranet site.

DCS works closely with OCSE to share ideas, issues, needs and strategies of other jurisdictions. For example, Region X OCSE hosts an annual IV-D Director's conference. Directors and designees, including those from the regional tribal IV-D agencies come to the table with OCSE to discuss issues.

TRT, FO liaisons and DMs provide formal satisfaction and engagement information during DSHS American Indian Policy 7.01 consultations, outreach and presentations. The 7.01 consultative process, designed to plan and focus DSHS service delivery to tribes is completed annually. It is an opportunity to listen and cooperatively ensure comprehensive service provision to tribes. Process reviews are conducted with OCSE, the other jurisdictions and DCS to determine efficacy. Informal data is gathered on a case-by-case basis by the FO liaisons.

DCS acquires information regarding its customers' satisfaction primarily through the biennial DSHS Client Survey. DSHS conducts statewide telephone interviews with customers identified via stratified random sampling. Respondents rate DCS in areas including: quality of services, staff performance, access to services, clarity of program information, customer involvement in service choice and delivery and coordination of services. Results, tabulated by customer segment (NCP or CP), indicate if DCS customers are also users of other DSHS services and, perhaps most importantly include customer comments in their own words. Since the surveys are conducted by phone, LEP customers may be accommodated. The 2009 survey results have been delivered to SLs and will begin another round of review for a process improvement cycle.

3.2b(2) DCS is essentially the only child support enforcement agency available to most people in Washington. There are private child support businesses, but their scale is limited. Some tribes have IV-D programs but their scope of authority is limited and based on tribal jurisdiction.

DCS obtains comparative data from other states and jurisdictions informally by the attendance of conferences, participation in workgroups, training and direct contact. SEOs regularly have contact with other states, especially the border states of Oregon and Idaho. OCSE provides training and coordination of child support efforts and provides forums for discussion among states at the regional and national levels. As described above DCS works closely with tribal IV-D programs at the DSHS, ESA, DCS and local FO levels.

3.2b(3) DCS expects levels of satisfaction to decrease in times of economic crisis. Collections decrease as more people are unemployed leading to decreased satisfaction from CPs. NCP's incomes have been reduced, meaning DCS is taking a higher percentage of wages leaving less money to live on leading to less satisfaction from NCPs. Stress builds in the system.

In addition to obtaining information about the dissatisfaction of customers through the DSHS survey and daily interactions extrapolated throughout the system, DCS receives feedback from legislators and the Governor's office about problems reported by their constituents. Focus groups and public hearings are also held to get input from customers about current programs and changes expected due to changes in laws. CRU and the HQ Policy Unit respond to those reports of dissatisfaction and address case-specific issues through the complaint /dispute process mentioned above. Updated legislative requests or rule making may be appropriate. The HQ Training Unit visits each field office or coordinates with local TCs to provide training about changes in law or policy.

Regular meetings with tribal IV-D programs at all DCS levels provide opportunities for expression of dissatisfaction as well as resolution. Liaisons bring case data and issues back to DMs who along with TRT are able to aggregate the data, spot trends and deal with specific issues. TRT works closely with STRO and OIP both for guidance and to provide information regarding levels, trends and comparative dissatisfaction. Issues requiring changes in policy or regulation are also routed to DCS SLs who are able to address them or refer to STRO or OIP.

3.2c(1) Market segments are defined by federal and state laws and most customers enter the system by operation of law. However, DCS proactively reaches out to potential customers in the interest of preventing poverty and reducing reliance on government public assistance programs (Figure 7.3-8). DCS outstations staff at CSOs, tribal facilities, non-profit groups, prosecutors offices and most recently King County drug court to provide information about services. An example of DCS' proactive anti-poverty stance is the DCS outstation at the Crystal Judson Family Justice Center, a resource for domestic violence victims. In some cases the financial opportunity DCS provides by establishing and collecting child support is a critical piece of a victim's exit strategy. In others the safety risks are too great and DCS is not wanted. DCS provides the information and lets customers or potential customers decide whether or not to include DCS in their post-victimization strategy.

DCS writes and updates all its brochures and forms to include "Plain Talk" principles. Plain Talk training was provided to staff throughout the state, and tips have been shared with all staff on DCS News. Brochures and other publications are tested for clarity, readability and the ability to convey the intended message with CSD customers prior to final printing. DCS received a Governor's Award for its Plain Talk initiative.

Selection of potential customer targeting is done by integrating local FO initiatives and DCS service delivery goals. The flow of information goes both up and down the chain-of-command combining local knowledge with a broader focus. DCS, and the rest of DSHS, is currently investigating access to DSHS programs through a single IT platform placed on the desktops of publically used computers or strategically placed kiosks.

3.2c(2) DCS uses the DSHS customer survey, customer advocates and direct interaction with other IV-D programs and OCSE to identify and anticipate key customer requirements and changes to those requirements. Child support order modification is an example. EMAPS research indicates that NCPs with appropriate transfer payments pay more consistently. Yet, when conditions change, a once appropriate order may now be too much. DCS has worked with WAPA to design process changes to streamline the modification process. Those changes have been referred for SEMS prioritization.

DCS tracks demographic changes and trends in conjunction with input from line staff to anticipate changing customer needs. DCS maintains bi-lingual staff and a statewide LEP coordinator to focus on the needs of LEP customers and TRT and tribal liaisons focusing on tribal needs. DCS has started a project to include collections by county and zip code to be able to examine collection trends at a very close level.

3.2c(3) Customer segmentation leads to improved outcomes. Particular customers have particular needs. LEP, tribal and incarcerated NCPs are customer segments to which DCS markets services in order to improve performance outcomes and move closer to the achievement of the MVV. Incarcerated NCPs lack income and are extremely unlikely to pay much child support meaning that arrears build up to seemingly insurmountable levels. EMAPS and national research shows that high child support arrears are strongly correlated with lack of future payments. NCPs get discouraged and give up.

DCS proactively address this situation by offering modification of support orders, referrals to job training programs or possible Conference Boards to charge off uncollectable debt to NCPs involved with the criminal justice system. DCS has expanded its program with a King County partnership program sponsored by OCSE. "Project Get Connected" is a consortium of state agencies, advocacy groups, non-profit organizations, OCSE, prosecuting attorney staff, public defense attorneys and more. Recognizing that the ability to pay child support is a function of a broad set of individual circumstances, the program attempts to break down barriers to link all NCPs, but specifically those with

criminal records, to comprehensive resources leading to the success of the whole person- leading in turn to not only the payment of child support but to a productive and economically secure mother or father involved in their child's life and a productive member of society.

3.2c(4) Approaches for customer listening are addressed in the SPP. The SPT, working from the MVV, use the environmental scan and information from past customer listening experiences to develop initiatives. This process is described in Cat. 2.

Category 4: Measurement, Analysis and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

The Office of Management and Budget (OMB) rated OCSE in 2003 as *Effective* - the highest rating a program can achieve, which means that it *set ambitious goals, achieved result, and is deemed to be well-managed*. It was the only mandatory/ entitlement program given an *effective* rating. OCSE always has had a performance-based budget. In 1975, OCSE began paying incentives to states to improve collections. In 1998, federal law changed to tie incentive payments to five performance measures, which meant states had to use comparable data systems and data. OCSE audits each state's computer systems and data toward that end. Because incentive payments are a major source of funding, DCS focuses its operations and SP efforts to maximize the incentives it earns (Figure 7.3-1).

4.1a(1) Figure 4.1-1 shows how DCS selects, collects, aligns and integrates data for successful implementation of action plans and achievement of goals. OCSE evaluates states by measures that further the goals of its SP. DCS volunteered to provide input into the design and reporting of the measures, which are used to award financial incentives based on states' performance on five measures with a sixth measure on medical enforcement to be added (Figures 4.1-2; 7.1-4 to 7.1-15). OCSE benchmarks the measures with federal audits verifying the underlying data are accurate, reliable and complete at a 95% level. OCSE uses child support collections in calculating the incentives. OCSE applies weights to current, former, and never public assistance collections (Figure 7.1-1 for collection history and projections). Because current assistance cases have the lowest collections, OCSE gives them the greatest weight to underscore the difficulty involved in successful collections. While DCS has a tight focus on the federal measures, it looks at other performance indicators, including short term financial measures such as child support collections, distributed collections and long term financial measures such as incentives earned, to maintain an organizational balance (Figure 4.1-3).

DCS aligns its goals with state self-sufficiency goals, which is appropriate because two-thirds of its caseload is made up of families currently or formerly on assistance. Distribution changes have resulted in more child support distributed directly to these families rather than retained by the government to offset assistance costs (Figure 7.1-2 for distributed collections; Figure 7.1-3 for retained support and the public assistance caseload).

Regular child support helps families increase their financial independence, and leads to less reliance on public assistance, lowering the cost of public assistance. In SFY07, child support saved taxpayers $114 million in cost avoidance (Figure 7.3-6).

Figure 4.1-1 Performance Measurement System
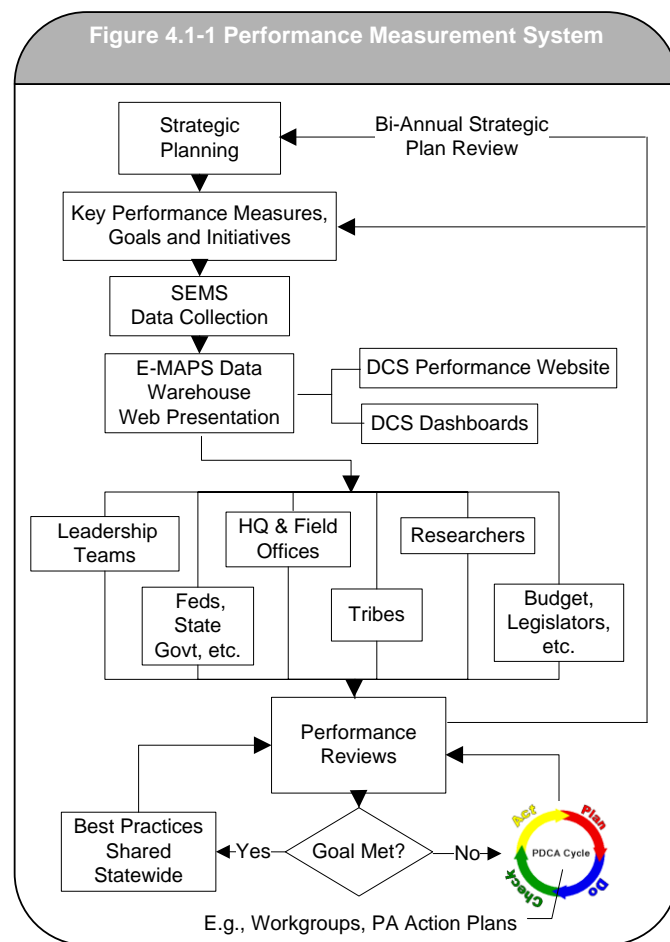
Washington renews its Priorities of Government (POG) every two years. The POG process is a framework to help choose what state services best achieve expected results and guides the Governor's budget proposal to the legislature. DCS identifies its key indicators of success in this exercise, which include federal and state measures and those initiated by DCS. The POG measures are: 1) PEP 2) Total Child Support Collections 3) Retained Collections 4) Distributed Collections and 5) Number of Paternity Affidavits Filed with DOH. DCS updates these

measures quarterly. SLs make budget decisions from this information.

Figure 4.1-2 Federal Performance Measures

Key Measure	Definition
Paternity establishment (PEP) in IV-D caseload	Ratio of children with paternity established during the FFY to number of children born to unwed parents during the preceding FFY, sometimes resulting in ratios exceeding 100% (assumes 1 year to establish paternity). Paternity must be established before child support can be ordered.
Order establishment	Percent of cases in which a financial order of child support has been entered
Current support collection	Percent of support collected when due
Arrears collection	Percent of cases in which a payment has been collected on past due support (arrears) during FFY
Cost effectiveness ratio	Total child support distributed for each dollar spent

Figure 4.1-3 Key Performance Indicators

Key Measures	Frequency	Definition
Child Support Collections**	Monthly	Gross $ received + projected
Distributed Collections**	Monthly	$ to families + projected
Retained Collections**	Monthly	$ kept by state + projected
Program Expenditures**	Monthly	$ spent + projected
Incentives Earned**	Annually	$ earned + projected
Awards in Grants**	Annually	$ in grants + $ projected
FTEs (Staff)**	Monthly	Allotted; actual + projected
Federal Incentive Measures: 1. Paternity Establishment % 2. Order Establishment 3. Current Support Collected 4. Arrears Paying Cases 5. Cost Effectiveness	Monthly/ Quarterly (cost effectiveness)	See Figure 4.1-2 for definitions of measures
Medical Enforcement	Monthly	Medical support ordered
Federal Self Assessment Score	Annually	Measures of compliance with federal standards
Data Reliability Audit	Annually	Measures of compliance with federal audit standard
IRS Safeguard Review	Annually	Measures of compliance with IRS standard
Paternity Affidavits Filed	Monthly	# affidavits filed with DOH
Cost Avoidance**	Quarterly	$ saved in public assistance through child support; medical coverage
FTE Usage	Monthly	Measure of retention
Employee Feedback	Periodically	Survey; e-mail; workgroup
Employee evaluations (PDPs) completed timely	Monthly	Measure of performance by expectations set prior year
Client Feedback	Periodically	Survey; e-mail; workgroup

Note: Shaded indicators are in the POG (Priorities of Government).
*   ** indicates Key Financial Measures*

Data collection is through the interactive SEMS. SEMS programmers send monthly files to EMAPS, where they are stored in its Data Warehouse and automatically feed into data marts and analysis-ready tables. These tables automatically refresh the Performance website and Data Dashboards that display point-and-click reports. Users can drill down from state level to SEO level data, as well as to specialized information including tribal caseloads (Figures 4.1-4 and 7.1-16). The warehouse contains data since1998, facilitating trend analyses upon which decisions can be made. When budget decision packages are prepared for resource allocation, they include trend analysis. When proposals for changes in operations are made to MT, they must contain hard evidence. Innovative solutions from projects must demonstrate evidence of effectiveness using data.

Expanding genetic testing to all birthing hospitals instead of confining it to grant-funded Bright Start hospitals is an apt example. The evaluator made the case using evidence from the grant's success in resolving paternity in a non-judicial setting. Genetic testing in the child support program can only be paid through federal funding if it is through the judicial establishment of paternity. Because OCSE grants allow states to experiment, Bright Start offered genetic testing outside the judicial process. When the grant ended, DCS was not allowed to use regular funding for non-judicial genetic testing. Because OCSE views this innovation as a breakthrough change, it is allowing DCS to use incentive funds to continue this work.

4.1a(2) OCSE and the state budget office select most of the key comparative data. DCS compares its performance to other states in Region X (Washington, Oregon, Idaho, and Alaska), to states with similar socioeconomic conditions and to the national figures (Figures 7.1-20 - 7.1-23). DCS uses these comparisons to determine if the organization is achieving its potential. When DCS identifies another state performing well in a specific area, further communication is made to see if they will share best practices. National and regional conferences allow for an interchange of ideas between states. DCS schedules regular training conferences as a way to disseminate other state's ideas.

Figure 4.1-4 Screenshot of DCS Performance Dashboard Drilling Down to the Individual SEO Performance
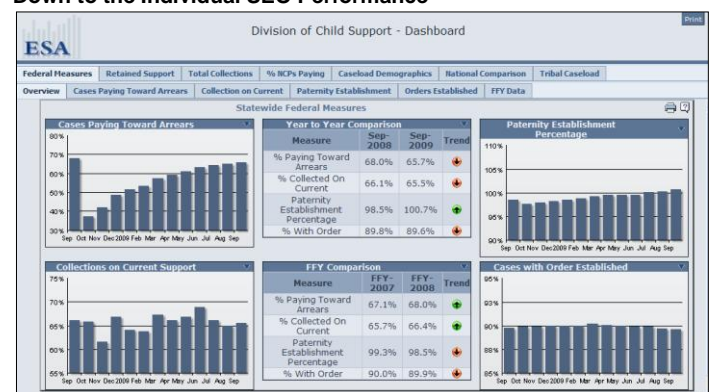
DCS adds measures to track the effectiveness of initiatives or pilot projects. For example, DCS uses the measure "paternity affidavits filed" to support operational and strategic decision-making. DCS must establish paternity for a child born out of wedlock before it can establish financial and medical obligations. There are two ways for DCS to legally establish paternity: 1) through a prosecutor who obtains a judgment in superior court or 2) by unwed parents who voluntarily sign a paternity affidavit. The affidavit allows DCS to establish a child

support obligation within 90 days at an estimated cost of $200 compared to 365 days and an estimated cost of $1,350 if established in court. Each year DCS saves taxpayers more than $13 million using the paternity affidavit. From 2003 to 2008, paternity affidavits filed have more than tripled while judicial paternity establishments have remained flat, demonstrating a shift in how paternity is established (Figure 7.5-5). DCS created and refined this program. OCSE later recognized it as a best practice and in 1993 it was enacted into federal law because of its ability to increase paternity establishments cost-effectively. The example above illustrates how DCS effectively quantifies the results of pilot projects in a compelling way. This not only supports its operational and strategic decision-making, but also has affected innovation at the national level.

Throughout DCS, from the Director to the line worker, there is a focus on improving performance. The Director monitors performance monthly through a personalized data dashboard with early release data. SLs discuss key performance indicators monthly in MT and LT settings (Figure 4.1-3). Workgroups map processes to pinpoint opportunities for streamlining operations and complete a BPE tool to help focus their efforts. This tool requires a comprehensive review of resources, union issues, legal and policy issues, technical feasibility, impacts on customers, cost savings, effect on performance and site location.

The PAs in each FO and HQ are responsible for leading line worker efforts to maximize performance by testing initiatives, using comparative data charting, analyzing processes, communicating results and data, and promoting best practices. PAs meet monthly to share information between offices and with management, presenting data analyses and initiatives. These presentations encourage dialogue around initiatives and barrier removal. OCSE recognized PAs in the 2007 *Compendium of Best Practices*.

4.1a(3) DCS keeps the measurement system current with business needs and directions by regular reviews. Because OCSE directs changes in the measures, staff in the Director's office, Policy and EMAPS periodically scans the OCSE website for changes in definitions and policy and report back at weekly MT meetings and through e-mails. OCSE Region X representatives often attend the monthly LT meetings. DCS works well with the OCSE and IRS auditors who conduct annual audits and provide critical interpretations of rules and regulations. The POG exercise keeps DCS current in terms of business needs and directions. Monthly performance reviews (formerly GMAPs), national conferences and workgroups, reports, meetings with partners and customers, and research grant results all provide information to the LT to keep DCS current and sensitive to change. Taking into account program needs and staff input, MT reviews the SEMS prioritization list quarterly to determine if new projects need to be moved up on the "to do" list. EMAPS programmers have designed the performance measurement system in the data warehouse using flexible programming that allows them to make changes rapidly without compromising the integrity of the data. MT reviews the SP bi-annually to address changing needs and directions, and its initiatives weekly.

DCS ensures the performance measurement system is sensitive to rapid changes through the SPP. Recognizing that medical support was a key measure, DCS began collecting data in SFY01 and posting it on the performance website (Figure 7.1-9). OCSE began auditing medical support data in FFY06 as a future performance measure. With a measurement system in place, DCS could respond quickly to federal auditors by enhancing SEMS and improving interfaces. EMAPS auditors and SEMS programmers continue to work closely with the federal auditors to ensure medical systems are compliant.

4.1b DCS reviews its performance measurement system in a number of ways. DCS continues to incorporate the lessons learned from the WSQA Lite application feedback. DCS is actively assessing its organizational performance and capacity. In 2005 DCS began using the Government, Management Accountability and Performance (GMAP) program initiated by the Governor as a management tool to achieve better results. GMAP has evolved into a performance review system used in HQ and the field to gauge its success in meeting targets. It uses performance reviews in HQ and the field to gauge its success in meeting targets. Because of these reviews, there is transparency among organizational units, whether FOs, teams, or individuals, which is possible because performance data are available down to the individual. Data analysts examine links to strategic objectives and action plans. PAs, supervisors and SEOs analyze data from the state to the individual level. Supervisors and PAs record performance numbers using spreadsheets and charts to track trends in performance against targets. They gather local and state data that affects performance, including the percentage of TANF recipients in the local population, the unemployment rate in the area, changes in staffing levels, how staff are deployed and the percentage of collections resulting from the IRS intercept process. They analyze this information for its potential impact on performance. Supervisors monitor team and individual performance trends, documenting both current performance and progress throughout the year in employees' PDPs.

Staff examine data from sources such as SEMS, EMAPS, the E-Model (Efficiency Model), and SQ (SEMS Query). The E-Model is an automated tool that measures work by volume, positive actions taken, and cases needing action or that have barriers to collections. SQ is an automated tool used by SEOs to analyze caseload status and trends using real-time data. For example, SEOs can generate lists of cases that have arrears owing with no payments and review those cases for any available resources. Access SEMS Query (ASQ) is a staff created tool which packages SQ data to provide a concise and well organized template for case and workload organization. SEOs are able to easily target, sort and manage cases and caseloads by focusing attention specifically on elements that make a positive difference. It also provides supervisors and trainers with a focused audit tool.

DCS encourages pilot testing and grant-funded initiatives that document what worked and what did not work. Managers employ Baldrige criteria and a comprehensive assessment tool, the BPE, to assess proposals and recommendations. When evaluating processes or changes to processes, staff compare actual to expected results. "Process owners" follow the principle of *Plan (*approach*), Do (*deployment*), Check (*learning*) and Act* (integration) when a new process or project is developed, which enables DCS to respond quickly to changing conditions and

challenges. This principle involves developing a *Plan* for a new process or a change in an existing process and then implementing it, which is the *Do* part. Staff *Check* the effects of the new process to determine if there is improvement. Staff then *Act* on the results of the evaluation to either adjust the process further or adopt it as the new standard procedure. Staff make suggestions for improvement within their teams at team meetings and on SharePoint sites. The measurement system allows changes to be tracked and to determine if performance has been improved. Staff are encouraged to innovate. FOs share successful strategies through monthly PA meetings, LT performance reviews and informal networks.

DCS continues to grapple with the challenge in its operating environment of growing caseloads and now declining staffing levels (Figure 7.4-9). DCS uses automation, process improvement, reallocation of resources, and training to improve its performance despite this challenge. Initiatives identified to support Goal 2 address this issue. One initiative is the arrears stratification grant that is working toward developing SEO tools to help prevent and reduce child support debt.

4.1c Leadership, including supervisors, actively monitors key performance measures in the ways described above. SLs determine priorities for action by examining data at monthly performance reviews and focusing on areas that affect funding. When performance goals are not being met, SLs commission workgroups, which include DCS staff and can include stakeholders or partners. DCS solicits opportunities to participate in workgroups as well disseminates decisions through e-mails, trainings, websites, and meetings. Regular all staff meetings in each office provide a forum for management and PAs to discuss action plans and results. Supervisors share information from MT meetings with staff at weekly team meetings. SLs meet with partners and stakeholders regularly. FOs and HQ sections reach out to employers, other state departments, community partners, and private or non-profit organizations associated with clients.

An example of a collaboration to ensure organization alignment is the e-referral grant. With this grant, DCS proposes to strengthen the data exchange between CSD and IV-D programs. DCS plans to expand and fully automate data sharing with the Department of Health/Vital Records. This will include development and implementation of statewide training for TANF/Medicaid and DCS staff on the process of referring new cases and using the enhanced system. The desired result is improved rates of paternity establishment, expedited establishment of cash and medical support, and strengthened operational efficiency.

4.2 Management of Information, Knowledge, and Information Technology

OCSE gave states 90% federal funding over several years to develop certified statewide-automated systems. DCS had the first certified system in 1996, SEMS. Certification ensures standardization, which eases timely, accurate data exchanges with other states and entities. It also speeds up the time it takes to establish paternity and orders and locate assets. OCSE audits states to ensure they are using comparable data systems and

data. Possible consequences of failure or poor performance are reduction of financial incentives and/or financial penalties. In response to these circumstances, DCS has invested heavily in its knowledge workers and assets to build internal capacity to design systems that are stable and allow quick response.

4.2a(1) States' incentive payments are based not only on performance but also on annual OCSE audits that determine whether the states' data are accurate, reliable, and complete at a 95% level. If a state fails a federal audit, it loses incentive funding and may be subject to financial penalties. In addition, the IRS conducts annual audits on the automated systems and on the handling of tax information. The SAO and DSHS also conduct audits and reviews. The EMAPS Audit Unit conducts comprehensive program and data reliability audits for DCS, using federal sampling techniques. It also conducts annual federally mandated self-assessments, documenting DCS' compliance with federal regulations and timeframes. EMAPS auditors conduct an annual internal IRS Security Review and a review of internal cash control procedures. DCS has passed the federally mandated audits since 2003. They report results to the federal agency and the SAO upon request. They also report results in presentations to MT and LT, to staff via e-mail and online and to the public on the internet.

The EMAPS Performance page contains a collection/clean up tab which allows SEOs to target cases where data may be incorrect or follow up is necessary. One such list is cases with arrears due and no payment in the FFY. The PAs meet monthly and identify additional lists for data clean up. The PAs coordinate in their individual FOs how these lists will be completed in order to ensure data integrity.
Each new SEMS user reads and agrees to the online confidentiality statement, which describes restrictions on the handling of information. SEMS passwords adhere to a specific set of rules and are changed every 90 days. A screensaver with password is set to activate after no more than 20 minutes of inactivity to reduce the risk of unauthorized access. Employees must complete annual IT Security Awareness training to safeguard data. DCS operates behind a state firewall, with continuous malware detection software to bolster security. All DCS buildings are secure buildings.

4.2a(2) DCS provides access and data matches to its workforce, federal and state auditors, county prosecutors, and the State Tribal Relations Office through SEMS and the EMAPS Performance Web Site and Data Dashboards. SEMS matches with dozens of databases, such as the federal Child Support Enforcement Network (CSENet) that exchanges information between child support agencies. DCS also gets IRS tax refund and federal passport information for enforcement (Figure 4.2-1).

DCS makes data and information available and accessible to about two dozen partners and collaborators, including county clerks, Tribes and public assistance workers through SEMSWeb. SEMSWeb provides inquiry-only access to child support data that is limited due to federal restrictions. Innovations DCS uses to enhance accessibility and availability of information to staff and others include: 1) DCS is paperless, relying solely on imaged files of all mail, court orders, and payment instruments so staff can review them from any workstation. DCS has the only "entirely digital workflow" in the

nation, which facilitates "extreme efficiency". [OCSE *Automated Systems for Child Support: A Guide for Electronic Document Management* - October 2007]. 2) DCS uses SharePoint as its Intranet platform to link staff to information and discussion areas, such as performance tips, instructional manuals, policy and training materials and a Digital Library. 3) DCS has an interactive internet site in several languages. OCSE listed Washington's Public Information internet site as a Best Practice in 2007. Businesses can find information on New Hire reporting, payment and direct deposit services, employer workshops, and medical support information. Hospitals can order paternity affidavits. Parents can find out about eligibility, insurance, modifications and job search or apply for services, track payments, and pay child support. The public can read research results and reports online.

Figure 4.2-1: DCS Information System
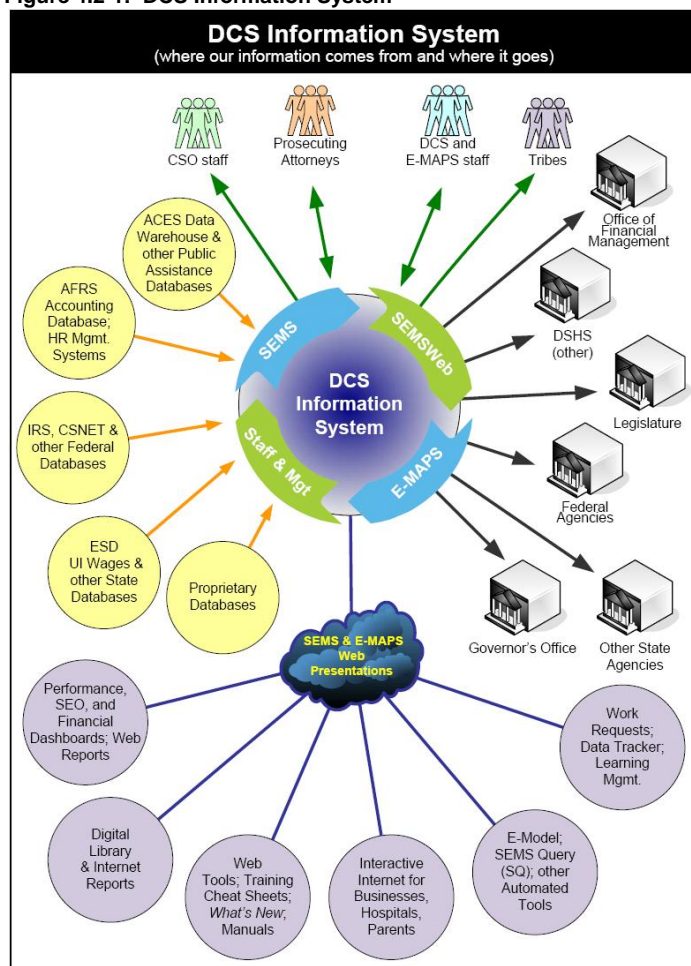
4.2a(3) DCS has invested in data collection and analysis to form the basis of its organizational knowledge for years. In the 1980s, DCS developed breakthrough innovations, changing paternity establishment, getting employment data from employers, and developing a statewide support schedule.

Through pilot projects and grant-funded research, DCS collects data and documents workforce and work process knowledge. Projects often involve partners, suppliers, and collaborators who have resources, processes, technology solutions, and databases that enrich knowledge about customers in common. From these collaborations, DCS can engage customers more effectively and efficiently. OCSE encourages states through grants to try new

methods to improve performance. One example is the Data Warehouse/Data Mining grant that provided funding for developing and protecting knowledge assets. DCS has successfully competed in getting federal grants – 100% of all applications funded since 2003 (Figures 4.2-2 and 7.3-3).

Figure 4.2–2 DCS Grants since 2003

Grant Name	Purpose	Grant Period
Access & Visitation	Help parents access & visit their children	Annually since 2003
Arrears Stratification	Develop operational protocols within data mining to decrease arrears	Through February 2010
Bright Start	Offer unwed parents genetic tests outside the judicial setting	OCSE providing non-grant funding to expand program to all birthing hospitals
Child Support Joint Agency Collection Project	Collaborative study with Dept. of Corrections & Employment Security to assist incarcerated parents	Through 2003
Determining the Composition & Collectability of Child Support Arrearages	Determine factors that lead to arrearage growth & quantify breakpoint of earnings to monthly order amount ratio above which arrears grow	Through 2003
Evaluation of Strategies to Improve Medical Support Enforcement	Compare medical support efforts of centralized internal unit to private vendors	Through 2005
Healthy Marriage 2 sites	Educate parents about marriage as an alternative	Through 2015 & 2016
Linking the Past & the Future: Building Knowledge Management System	Develop data warehouse & data mining to create feedback loop to SEOs on performance measures; quantify cost avoidance	Through 2007
Strengthening the E-Referral Process	Expand & automate data matching with Vital Records to auto-fill fields	Through 2010
A Study of Child Support Orders	Study outcomes of support orders to determine how well they meet support schedule guidelines	Through 2005

Central Services recently implemented a project to collect and transfer workforce knowledge, creating a culture that enhances knowledge retention, makes work practices more efficient, reduces cost and productivity losses from attrition and improves customer service.

DCS uses information and best practices to improve performance through mentoring, developmental job assignments, and workgroups. Everyone is encouraged to present information from conferences, trainings and workgroups at meetings or online so others can adapt lessons learned to improve processes. The chiefs update the SP initiatives regularly online and at MT. Staff present findings from workgroups and studies at DCS MT and LT meetings.

4.2b(1) DCS ensures that hardware and software are reliable, secure, and user-friendly by developing and following planning and budget documents. It typically operates on a three-year technology upgrade cycle to ensure it meets current and future needs by examining volume, industry standards, reliability and

ease of use. Recent budget issues have caused DCS to shift to a four-year upgrade cycle, only replacing needed equipment that fails prior to four years. Technical staff and end users test new products and monitor reliability. DCS establishes and maintains security in accordance with the DSHS IT Security Manual, which contains policies, standards, and guidelines for protecting department information and IT resources.

4.2b(2) DCS follows the department's Disaster Recovery Plan, including offsite tape vaulting with chain-of-custody control and disaster recovery to ensure the continued availability of systems and information. SEMS and EMAPS have their servers and storage at separate secured, temperature-controlled facilities with backup power to provide service and to distribute data in the event of a disaster. EMAPS can restore data within minutes to protect against individual and multiple disk failures. DCS is currently configuring a second emergency EFT-processing site for payments in Spokane.

4.2b(3) Through careful planning and monitoring, DCS keeps its data and information availability mechanisms, including software and hardware systems, current with business needs and directions and with technological changes. DCS develops annual and biennial budgets that align with strategic initiatives. The SLs construct the budget. They prioritize the equipment budget into three tiers. They discuss the plan quarterly to revisit priorities and discuss new advances that offer business solutions. This approach keeps technology current and allows for methodical replacements to reduce equipment failure. It provides consistent service to the workforce even when funding for IT projects and infrastructure may not be available.

Category 5: Workforce Focus

5.1 Workforce Engagement

DCS subscribes to the Workforce and Leadership Development Model in Figure 5.1-1. The primary objective is to hire, build and retain a strong, committed, and diverse workforce. DCS engages its workforce through training and development, employee recognition, decision-making involvement and transparent performance measures.

5.1a(1) DCS determines workforce engagement and satisfaction through the biennial ESS administered by DSHS. DCS participates in a group that reviews and updates the survey instrument and adds ESA specific questions to the standardized list. All staff respond to questions regarding their satisfaction with DCS, ESA and DSHS. Results are segmented by FO, Central Services and the rest of HQ and shared with SLs who review and respond to the comments and data. DCS uses the survey results to set goals, create action plans to address issues or perceptions and build initiatives into the SP. The survey results are made available to all staff on the intranet.

SLs identified four key factors needing attention in the 2007 ESS: 1) increasing staff recognition 2) transparency and building confidence in hiring and promoting processes 3) job and leadership development opportunities and 4) increased input from staff in crucial decisions.

Each office followed up with a request to all staff for further information to address these key factors. The learning resulted in collaborative action plans and the start of a PDCA cycle. Based on a significant 2007 ESS response by staff who felt, "… not recognized or honored for their contributions," SLs increased the allotment of funds to be used towards more meaningful staff recognition at the office level. This was the first increase of its kind in years further showing the accountability taken by SL in recognizing the needs of its staff. The 2009 ESS was initiated in September 2009.

5.1a(2) DCS recognizes the impact open communication has on an engaged and high performing workforce. DCS fosters effective, open communication and cooperation using multiple formal and informal communication systems to convey information to staff and to invite suggestions (Figure 5.1-2).

These systems promote two-way information flow and allow DCS to benefit from diverse ideas, cultures and thinking of its workforce. SLs not only listen but actively solicit input and suggestions. One suggestion that led to a positive result is the impediment locate (IL) SEMS screen. This idea began as a staff suggestion. The SEO saw a need to track locate actions by individual instead of by case. SEMS developed the IL screen in response to the suggestion. IL is now integrated into SEMS and is considered a critical tool used by SEOs for tracking individually initiated locate actions. In addition to seeing staff suggestions become a reality, these feedback systems also allow DCS to learn what works and what does not. Policies and procedures are often revised based on staff feedback through these formal and informal systems.

Figure 5.1-1 DCS Workforce and Leadership Development Logic Model

Figure 5.1-2 Key Workforce Employee Feedback and Communication Systems

Formal Systems
• Satisfaction Surveys   • Draft Policy and Forms Review   • Policy In-Box   • SEMS Suggestion System and Prioritization   • Statewide or FO or HQ Section Workgroups   • Expanded Leadership Team Meetings   • Ask David In-Box (Staff suggestions and questions)   • DCS Training Conference and Claims Officer Workshop (COW)   • Staff Input into DCS MVV and SP   • Annual Performance Development Plans (PDPs)   • Regular FO Meetings: All Staff, LT, Team, Peer Group   • Staff Participation on Hiring Panels
Informal Systems
• Director or other SL FO Visits   • Focus Groups   • Conversation Cafes   • Brown Bag Lunches   • Peer Group Meetings

The open communication in which DCS engages not only facilitates transparent communication and creates an engaged culture that values high performance, but educates. When the federal and state performance targets, generated by the PAs and reviewed and approved by SLs, are presented to staff, it lays the groundwork for action plans. It also reinforces to staff the connections between the MVV, performance results and day-to-day work. Connecting the importance of staff work to DCS' MVV and goals, along with listening to staff and facilitating transparent communication, creates an engaged culture that values high performance.

5.1a(3) Workforce performance is supported through a formal annual evaluation system that links staff work directly to DCS' MVV and individual action plans. DCS cascades strategic direction through each employee's PDP, ensuring alignment and focus (Figure 5.1-3). The supervisor and employee meet to discuss DCS' goals and scale them to the individual level. Supervisors learn what the employee needs for professional and skills development, evaluate targets set the previous year and set new targets for the coming year. Staff learn how their work ties to DCS MVV and SP. The process is interactive and ongoing. Meetings may be scheduled throughout the evaluation period to check in. Updates are made to targets and goals should conditions change. PDPs are given to all non-exempt staff and monitored to ensure timely completion. Additionally, staff meet formally or informally with their supervisors on a regular basis to ensure goals, expectations and needs are being met. These are then integrated into the PDP.

A comprehensive benefits package is offered through the formal DCS compensation system administered by Washington DOP (Figure 5.2-3). Depending on business needs, DCS staff may have alternate work schedules, flex hours, tele-work and outstation opportunities and permanent reassignments to other offices closer to their home. These options reduce commute trips and improve work/life balance and staff engagement.

Figure 5.1-3 Example of Goal Alignment to Individual Workers

Priorities of Government (POG)
Improve the economic vitality of businesses and individuals
(ECONOMIC VITALITY)

⬇

DSHS Strategic Plan
Goal E – Increase economic security of children through child support

⬇

ESA Strategic Plan
Goal #1 – Provide quality services to our customers

Objective #3 – Enhance economic security of children through child support enforcement efforts

⬇

DCS Strategic Plan
Mission: We provide exceptional child support services to improve the lives of children, families and communities.

⬇

Employee Performance Plan
Example of individualized objectives could include:

• Issue withhold actions within 2-days of receipt of information.
• Increase % of current support in your caseload by one percentage point by contacting self-employed and partial payers when they stop paying
• Work closely with your designated lead worker to enhance skills in using SQ/ASQ to identify cases in your caseload that have potential collection of current support payments.

DCS has several recognition systems, including the formal recognition program, refined as a result of the 2007 ESS. DMs and HQ section chiefs have a fixed budget allotted per FTE and the authority to plan local recognition events. Pot lucks, BBQs and picnics are popular activities. Informally, supervisors and managers recognize staff on the DCS Homepage for collection achievements, teamwork, outstanding customer service and more. DMs and HQ section chiefs also initiate fun local events and innovative ways to motivate individuals, work units and entire offices. For example, HQ SLs annually serve breakfast to staff. Staff are also recognized at all staff meetings and DCS conferences. Employees have also been nominated and selected for recognition at regional and national conferences.

5.1b(1) DCS' learning and development system is demonstrated by the "Continuous Learning Builds a Healthy, Vibrant Child Support Program" Model (Figure 5.1-4). This model provides the systematic foundation for DCS' action plans to address strategic challenges. DCS employs this model such that training is an ongoing process that continually renews itself.

Design, development and implementation are critical elements of developing cost effective training. In the current budget climate, more emphasis is placed on developing training that will be effective in an on-line format. Training initiatives are carefully considered to determine the most cost effective way of deploying the information to staff.

Implementing federal requirements and legislation is a primary consideration for trainers. Assessing employee's needs and providing training so that staff are able to actualize the

information is a key element in DCS' compliance with federal requirements and legislation and links directly to its core competencies. HQ trainers communicate with SLs and FOs when developing and deploying critical training to ensure staff is able to efficiently and accurately conduct DCS' business. SEMS is intimately involved in training development as most often they are doing IT system changes to support the program. DCS' commitment is reflected in SP Goal 5 with DCS' action plan to, "Conduct a training needs assessment and update of Statewide Training Plan." This action plan is in progress as HQ TCs work on implementing the recommendations from a Statewide Training Workgroup that ended in February 2009.

Figure 5.1-4   "Continuous Learning Builds a Healthy, Vibrant Child Support Program" Model

DCS' learning and development system fosters performance improvement and innovation through setting clear expectations and creating a culture of accountability connecting back to the MVV. This system allows DCS to give tools to staff that allow them to increase their performance, understand performance measures and thereby draw on staff innovation for increased performance improvement.

WSQA Lite feedback from 2007 indicated areas where DCS could improve its learning and development system. Through the SPP, DCS developed action plans to 1) conduct a training needs assessment and update of Statewide Training Plan, and 2) develop an Exit and Stay interview process. Needs assessment and update of Statewide Training Plan connects both of these action plans that are in progress.

Ethical business practices and standards are defined by the federal government, the state legislature, DCS policies, and DCS' MVV. Because DCS hires to its MVV, staff are more likely to bring with them ethical personal values and business practices that support the division. Ethics training is mandatory for all DCS staff. DCS also reminds staff of ethical standards through the *employee annual review checklist* system and periodic computer pop-ups screens that staff must acknowledge. DCS holds staff accountable for ethical behavior and SLs act quickly to correct issues (example in Cat. 1.1a (2)). DCS provides training for all policy changes.

DCS offers an array of learning and development opportunities. DJAs, workgroup assignments, temporary assignments, job

shadowing and mentoring are all available. DCS consciously made the writing of this 2009 WSQA full application a development opportunity by offering staff a chance to participate in writing, research or reviewer roles.

5.1b(2) DCS addresses the learning and developmental needs of its workforce through structured training plans. Newly hired staff and leaders are provided core training within 12 months of hire. *New Employee Orientation Phase 1 and 2* is mandatory and ensures that DSHS' mission and ethical business practices are shared with new employees. Upon initial hire, an SEO is trained in their local FO for six months to a year in all aspects of managing a child support caseload. This training is supported by the RTI. The TCs keep RTI current. New supervisors attend *Basics of Supervision* and may also attend the ESA Supervisors Academy. Mentors are also assigned to help new leaders learn and develop. New administrators and those who aspire to be have the opportunity to attend an ESA Administrators Academy to further develop their leadership skills.

These trainings provide opportunities for staff to gain the basic knowledge needed to be successful in their job and assess their own strengths and capabilities. Managers also identify training for staff to target specific performance and professional goals (Cats. 5.1b(1), 4, and 5.1b(3)). During the training process, staff are audited to ensure they are learning and appropriately completing job requirements. Supervisors have regular meetings with the trainee and/or lead worker to go over an employee's progress. An employee's progress towards these goals is then captured in their PDP on at least an annual basis and new goals are established (Cat 5.1a(3)).

For non-entry level positions, DCS allows a transition period where the new employee works with the departing employee to transfer knowledge whenever possible. When a transition period is not possible, DCS provides additional training and support to ensure new staff are comfortable. Several forums exist to retain and disseminate experience based knowledge such as the on-line DCS handbook, SharePoint and cross-training. Developing a stay and exit interview policy is an SP initiative and is in pilot stage in the Seattle FO.

Knowledge is reinforced in different ways depending on the nature of the information. This is the "make it stick" step in the "Continuous Learning…" model (Figure 5.1-4). DCS tries to time training so there is not a significant gap between learning and application. Training is delivered with different learning styles in mind using lecture, interaction and exercises to reinforce learning. DCS shares knowledge through DCS Homepage postings, team meetings, mini-training sessions, tele-talk trainings, established procedural policy documents and the DCS Handbook. SLs and Supervisors are trained to model and coach desired behavior.

5.1b(3) DCS evaluates the effectiveness of development and learning through three primary systems: 1) standardized post training surveys 2) collaboration between the HQ Training Unit and FO TCs and 3) annual PDPs with each staff member.

Post training surveys are provided after every in-person training. These surveys provide the TCs with feedback on the training delivery, format of the training and applicability of the training.

The TCs share these learnings and use the information to modify and improve future trainings.

Both FO and HQ trainers attend a monthly meeting to share information and discuss best practices. These meetings provide a system for DCS' training team to learn what is important to staff . The training team is then able to incorporate this feedback to continually improve service delivery.

Annual PDPs provide another avenue to connect with staff and discuss their learning and development plan (Cat. 5.1a(3)). Staff have an opportunity to provide uncensored comments regarding the organizational support they need. Additionally, DCS supports staff in developing an individual development plan (IDP) to further define development goals and create a plan to achieve those goals.

The biennial staff ESS solicits feedback on the effectiveness of these systems. The 2007 survey showed that staff wanted more professional development opportunities. DCS integrated the feedback into its SP by creating a temporary Staff Development position dedicated to increasing these opportunities.

5.1b(4) DCS addresses the human resources strategic challenge of an aging and retiring workforce by encouraging and preparing staff for future succession into management and leadership positions. The Staff Development Coordinator created a comprehensive, effective, and efficient infrastructure with resources to plan for career progression and leadership development. The DCS Staff Development website provides staff and managers access to staff development resources.

Succession planning starts with the recruitment and hiring process. Staff attend hiring fairs, meet with veterans groups and generally publicize potentially available positions. Applicants for the most common entry level positions (SET/SEO) take a test to ensure acceptable math and logic skills. Hiring supervisors plan in advance the types of skills and characteristics desired for the job. Interview questions and sometimes skills demonstrations are devised to elicit responses that will gauge how applicants measure up to both individual job requirements and the DCS MVV. Reference checks are required. New hires are almost immediately given training that will help them progress. Many new SETs for example, attend all or parts of the SEO academies. A common career path is SET to SEO 1 to SEO 2 followed by a progression into the leadership ranks.

DCS' goal in leadership succession planning is to achieve a stronger workforce by creating a pathway for developing staff that can provide continuity for the division. DCS engages at two levels: 1) identifying newer staff who demonstrate potential for future management roles and 2) preparing experienced staff for increased leadership and managerial skills.

DCS highlights its formal mentoring program, participation in developmental job assignments, and job shadowing opportunities as ways for all staff to experience the variety of career opportunities available within DCS and ESA.

A formal mentoring program provides a one-on-one relationship where one staff seeks development advice or guidance (learner)

and the other reciprocates (mentor). Mentoring promotes professional learning and development through communication between cross-divisional and cross-level staff. Management encourages individuals who demonstrate interest and growth potential and helps them to find ways to support their development. Participants are provided an online Professional Development web page and Mentoring Coordinator to assist both parties throughout the process.

DCS supports two types of DJAs: Intra-Agency Rotational and Special Project Assignment. 1) An *inter-agency rotational* DJA is where staff actually takes on the job duties of a new position on a temporary basis. 2) A *special intra-agency project or rotational assignment* DJA is where staff takes on a special assignment outside their usual job duties to learn more about a specific position. DCS encourages staff to seek out DJAs. Staff, supervisors and SLs work together to find creative ways and develop practical plans for DJAs.

Job shadowing provides staff with opportunities to sit with another person and learn about their duties. Shadowing may last a few hours or a few days; it may also include doing some work.

5.1c(1) DCS receives information on workforce satisfaction and engagement through the formal ESS process. Receiving the results begins another process improvement cycle leading to actions plans and inclusion in the next SP. Another formal method is the PDP process which allows staff to make unedited comments in the PDP for the permanent record.

Information gathered through office leadership meetings, team meetings and PDPs is often specific to that office, team or individual. Supervisors use the information to target specific improvements. DCS also uses the "Ask David" e-mail box, comments during training or on training evaluations, feedback on new policies or proposed legislation to gauge staff engagement and satisfaction. At the most informal level, leaders of all types listen. Common threads or complaints are gathered, reported and responded to.

Figure 5.1-5 Continuous Learning Leads to Increased Business Results
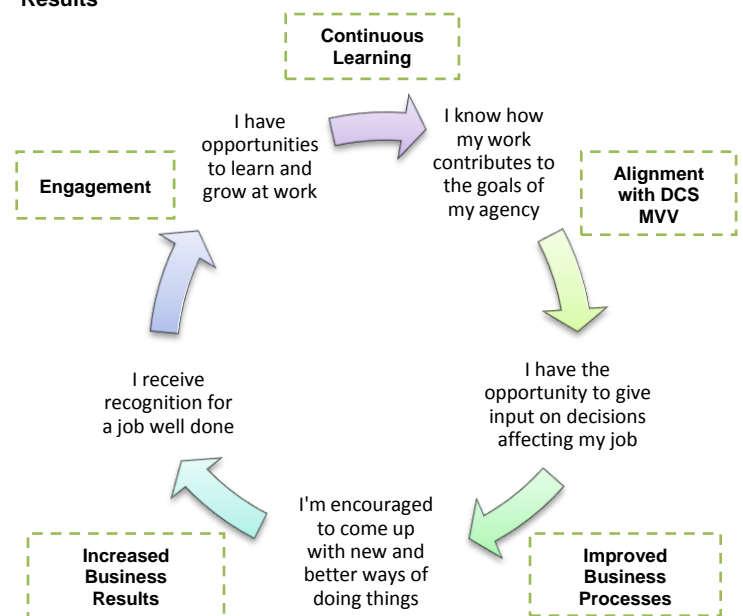
5.1c(2) Staff engagement is tied to increased business results (Figure 5.1-5). All employees' ability to know how their work contributes to the goals of DCS, their opportunity to give input on decisions, encouragement of innovation, recognition, and their opportunity to learn and grow and hence re-invest in the agency. Based on the 2007 ESS, staff said open communication within DCS improved from its 2005 results (Figure 7.4-1), and opportunities to give input on decisions affecting their jobs (Figure 7.4-5) had an overall increase in the same duration. Improvements in business results are tied to the MVV of DCS, and according to the 2007 ESS, there was a significant increase in employees' understanding of how their work contributes to the goals of the agency (Figure 7.4-4).

5.2 Workforce Environment

5.2a(1) DCS SLs assess workforce capability and capacity needs during the SPP and as needed during LT, MT Meetings and DM Conference Calls. SLs anticipate workforce capacity and capability to improve performance and uses DCS action plans for execution. Staff training needs assessment are also periodically conducted.

SLs assess workforce capability by evaluating which job category is needed to complete job requirements. This ensures that the employee has the needed knowledge, abilities, experience and education to perform the essential duties of the job. A PDF further details the duties of each position. PDFs are revised and updated as requirements of the position change based on needs, technology, or office structure. Supervisors and employees update PDFs as new duties get added or removed. Individual capabilities addressed in the PDP process include both job skills and personal growth.

LT ensures that the MVV are addressed by evaluating the cost to benefit ratio of staff positions. Staffing is adjusted throughout DCS using a consultative process with HQ and the DMs to target immediate and long term needs. As immediate needs arise for policy development, training, and staff development, temporary positions are created and staff is shifted from the field to HQ. These temporary opportunities feed both staff development goals as well as accomplish needed work products. Conversely, if a FO needs help, another FO or HQ will provide relief by diverting staff resources. Allotments for staff are tiered down to HQ sections and FOs.

EMAPS, supervisors, PAs and HQ sections audit casework to determine accuracy on specific action items. The SAA has determined DCS to be in substantial compliance with all nine rating categories for 2004-2008 (Figures 7.6-2 - 7.6-10). Conversely, workforce capability may be judged by training needs assessments. Staff are asked if they have the training and skills needed to be successful.

5.2a(2) DCS uses the HRMS system to recruit candidates. HRMS broadcasts job openings through the internet at www.careers.wa.gov. Using the internet to recruit allows DCS to reach an unlimited and diverse base of potential candidates. Offices also conduct specialized recruitment events such as participating in career fairs or publishing in local newspapers.

DOP works with DCS to ensure proper recruitment and hiring practices and to attract and test qualified candidates for inclusion in hiring lists. ESA, with substantial DCS involvement, developed a comprehensive website of hiring guidelines. DCS compiles best practices for recruiting and selecting candidates and has provided *Hiring and Promoting* training statewide. DCS uses skills assessments for specific positions in conjunction with a consistent interview process and conducts thorough reference and credentials checks. Operating within these constructs provides a systematic and transparent way to evaluate and hire quality candidates with the possibility of reaching long-term goals of cultivating staff to become leaders. DCS bases hiring decisions on the skills and knowledge the candidate has to meet the job's performance standards as well as their attitude and alignment with the DCS MVV as reflected in reference checks.

Retention of new and existing employees is accomplished through the extensive initial training regimen, career progression, benefits, and work environment as well as the many development and satisfaction systems described in sections 5.1 and 5.2. DCS promotes a work-life balance by allowing flexible schedules and tele-working options from other offices. Many employees find substantial alignment and satisfaction with the actions designed to achieve the DCS MVV.

DCS values a diverse workforce and hires staff who represent the diversity of the community. The DSHS Diversity Affairs Office (DAO) provides support in recruitment services, cultural competence and data support. HR professionals use these services to provide guidance to hiring managers on ways to recruit and hire a diverse workforce. DCS encourages all job classes to participate in the hiring process including developing interview questions, participating on interview panels and evaluating candidate responses. DCS encourages partner input and involvement in the recruitment and hiring process when applicable. DCS includes local tribes and members of community organizations on hiring panels. By including a broad spectrum of staff and community partners in the process of selecting candidates, DCS creates a culture that capitalizes on a diverse and open exchange of ideas, performance improvement and innovation. DCS encourages each office to participate in community outreach and recruitment in the area the office serves. These include participating in LPA committees and in recruitment fairs at colleges. This gives DCS the opportunity to provide information and receive feedback on its services from organizations that target specific populations.

5.2a(3) DCS hires and promotes for attitude (spirit) and alignment (with MVV) and trains for aptitude. As mentioned above the training process is extensive, an investment in the competence, retention and progression of staff. Performance expectations are managed and reinforced through the formal PDP process and the various recognition programs.
DCS organizes work as described in the organizational profile with a relatively small HQ, Central Services and the majority of staff in one of the ten FOs. All departments focus on providing maximum support to line workers.

Central Services delivers core competencies of payment processing, funds distribution and document management through cross-trained and diversely skilled staff. Cross-training

allows Central Services to maximize performance in key areas by shifting resources from one area to another as work levels fluctuate. Speed and accuracy of individual employees at particular tasks is measured to maximize staffing assignments and assign people to tasks they have demonstrated ability and positive results. This structure also promotes staff development as employees gain exposure and experience in other tasks. DCS' structure supports a customer focus and DCS' MVV by strategically locating and directing services statewide to customers. FOs are located in population centers for easy access to customers and stakeholders. DCS outstations individuals and teams in order to create more customer access points.

5.2a(4) DCS systematically reviews, modifies and mitigates fiscal impacts to its workforce program and processes. DCS addresses budget at least monthly in MT and LT meetings. As a result DCS acted upon the following: DSHS Voluntary Incentives for early retirement/separation (to reduce staffing levels without layoffs), reduced lease costs, and maximized capacity while increasing access to customers. In addition, DCS adopted the BPE tool that helps minimize the impact of staff reductions and provides a foundation for workgroups to evaluate where to consolidate or centralize specific job functions and gain process efficiencies.

DCS of the Future, an SP initiative that was focused on the DCS footprint, has been expanded due to the economic situation demonstrating organizational agility. The effort has been expanded in the recognition that DCS funding and FTE levels will be reduced. Nine workgroups have been formed to focus on increasing customer feedback, increasing customer self-help options, collaboration with partners, reducing facility costs, reviewing core functions, FTE deployment, providing alternative payment options, centralizing referral processing and the legal resources business model.

DCS focuses on the capability and continuity of its workforce through training initiatives. Effective, timely and consistent training is critical to maintaining the knowledge and ability of DCS' workforce. Cross training is used to increase the skills of the workforce to prepare for impending needs.

DCS encourages staff creativity to conserve existing resources and reinvest resources back into the program. DCS uses its SEMS to implement efficiencies. For example, the SEMS Prioritization Workgroup started in 2005. Since then, 823 new ideas have been received with 345 implemented. Automation allows the system to complete routine tasks, freeing staff to perform higher value tasks that require skill and judgment. Currently SEMS sends OWIs to employers automatically if certain case criteria are met. Criteria are reviewed periodically to determine if parameters need adjustment.

5.2b(1) DCS is part of the ESA Statewide Safety Committee (SSC) which helps ensure a safe, healthy, and productive workplace for all staff. SSC identifies major risks and potential mitigating efforts and makes recommendations to the LT for appropriate action. The goal is that all staff feel safe and secure in the workplace.

To reach this goal, SSC develops and implements recommendations to address four key objectives: 1) provide

staff training and support to help avoid placing staff in situations that compromise safety 2) develop protocols to quickly and appropriately respond to situations that may compromise safety 3) mitigate risks where possible, through effective facilities management and administrative support and 4) evaluate management data from ESA's Critical Incident Reporting System to identify trends and issues.

SSC is now reviewing and analyzing the 2008 Critical Incident Reports. SSC is examining what actions offices have taken to address staff safety since the 2007 ESS. Actions include development of a Comprehensive Emergency Management Plan that incorporates Incident Action Plans, annual update and review with staff of the office Safety Plans, review of safety procedures with staff identifying the different types of threats or review of the facility to mitigate different threats.

DSHS Administrative Policy 9.09 sets out DSHS' commitment to the ongoing health and well-being of its staff through the creation, development, and maintenance of a wellness program for staff. DCS encourages staff health and well being by supporting individual office initiatives and activities. Individual office culture dictates the extent, frequency, and type of activities offered. Some offices have massage therapists who come to the office while other offices may have a yoga group.

Figure 5.2-3 Benefits and services designated to support DCS staff

Category	Services and Benefits
Health	• Low-cost comprehensive health insurance • Dental plan • Vision plan • Employee Assistance Plan (EAP) • Sick leave • Wellness program for those who choose to participate
Financial	• Basic and optional life insurance • Long-term disability • Pension plans • Deferred compensation plan • Dependent Care Assistance Program (DCAP) • Direct deposit • Payroll deductions • Credit union
Work Environment	• Flex hours • Telecommuting options • Annual leave • Sick leave donations • Ergonomic environment standards • Safety Committee
Professional	• Mandatory and voluntary training • DJA, Job Shadowing, Mentoring • Personal attributes and professional development training (*soft skills*) • Support of continuing education for professional certifications

5.2b(2) DCS supports its workforce through an array of policies, services, and benefits (Figure 5.2-3). The benefits listed are available to all full-time staff and some part-time and temporary staff. For Washington State General (WSG) staff compensation increases annually based on a step structure until reaching the top of their salary range. COLA raises and other

benefit enhancements are also provided as negotiated under the labor contract process. Staff may choice from two retirement plans. Staff may also tailor a benefit package to meet their needs. Some of the services and benefits are optional including deferred compensation or adding a spouse to a medical plan. Alternate work schedules, telework or work in outstations are available (Cat 5.1a(3)).

Category 6: Process Management

6.1 Work Systems

6.1a(1) The design of DCS' overall work system is supported by its core competencies and begins with the DCS MVV. Decisions regarding the innovation of the work system are based on the SPP and are carried out by improvement initiatives.

Once an opportunity is identified, the improvement process generally includes four phases: 1) planning and development 2) pilot testing and evaluation 3) implementation and 4) continuous improvement, where managers and staff regularly review performance data and work with IT to modify the system and improve efficiencies. One example is the Housing Authority (HA) pilot in 2005. Payment history requests from HAs were handled locally, but as a result of PDCA DCS centralized this function in the Seattle FO. SEMS is now currently working to further improve and entirely automate the HA process.

If innovations pass the pilot testing and evaluation phase and are deployed, a variety of methods (e.g., workgroup reviews, state and federal audits, quality assurance reviews, etc.) are used to monitor systems and identify improvement opportunities. Effective practices, design features and innovative ideas are regularly shared across DCS in LT and MT meetings, GMAPs and now performance reviews.

Processes are outsourced when: 1) economies of scale bring the cost down, 2) existing services already provided by parent, partner, and collaborative agencies or 3) contractors demonstrate greater expertise and efficiencies. Examples are banking services, electronic funds transfer and paternity establishment. Processes are delegated in-house when: 1) tasks are critical to DCS core mission 2) services are not available elsewhere 3) integration brings greater efficiency through collaboration or 4) DCS is required to perform certain tasks as mandated by law, contracts, confidentiality rules or collective bargaining agreement. Examples of these processes are IT systems support, document imaging and payment collection.

In the SP, Goal #2 is "Seek innovative ways to improve operations and performance." "Evaluate DCS' Operational Structure" was identified as one of the strategies, and "Examine case assignment and Office of the Future" was one of the initiatives. A steering committee with representatives from HQ and FOs reviewed the DCS business model and explored innovative opportunities to improve the work system. Two project initiatives have been defined and the scope widened (DCS of the Future) after review – Operations Excellence and Service Excellence. Under these initiatives multiple teams have been assigned to initiatives to improve the work system and key work processes based on priorities identified by the steering committee in conjunction with the MVV.

DCS also works with jurisdictions and their SLs to educate legislators regarding national and state legislation that may help improve the design and innovation of DCS' overall work system. The DCS Legislative Manager regularly seeks input from staff regarding potential legislative change proposals, performs legal and feasibility analysis, and consults with the Leadership Team about proposed legislative initiatives.

Figure 6.1-1: Phases of Work System Improvement Process

1. Planning and Development
2. Pilot Testing and Evaluation
3. Implementation
4. Continuous Improvement
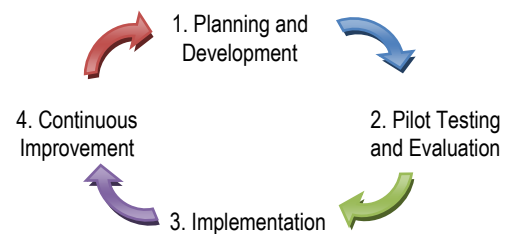
6.1a(2) Successful operation of the work system and key work processes rely on the organization's core competencies (Figure P.1-2) during the planning, testing, implementation, and improvement phases. The main work system, child support services, is comprised of three function areas: 1) Field Operations: establishment and enforcement of child support 2) Central Services: payment processing and distribution, case file imaging, case set-up and 3) Support Services: consumer relations, fiscal, IT, policy, research and statistics, and training. The core competencies support these functions and help to achieve DCS' mission and strategic objectives.

For example, when DCS attempted to improve the payment distribution process, its IT staff was called upon to make changes to SEMS that would allow tracking and processing of electronic disbursements to client's bank accounts. After implementation of electronic disbursements, further improvement was achieved by using the DCS Card to enable more clients to participate. As a result, electronic disbursement has streamlined the work system, decreased error rates, lowered process costs, improved performance measurement and increased staff and customer satisfaction (Figure 7.5-11).

6.1b(1) DCS key work processes (Figure 6.1-2), function both individually and collaboratively to deliver value, financial return, organizational success and sustainability. Each process is reliant on the success of the prior process. In order to distribute payments, paternity must be established first, then order establishment, enforcement and payment processing. Each key process contributes to the delivery of customer value by meeting and exceeding performance requirements and achieving business results.

The ultimate desired outcome of child support enforcement is described by the vision of DCS, "All parents support their children." Toward that end, financial return contributed by key work processes is realized in multiple ways. For example, payments are both passed through to clients and retained by the state. Payments that are passed through to clients financially sustain families and result in cost avoidance for other social service programs. Payments that are retained by the state, in effect offset welfare expenditures.

Exceeding the minimum threshold in the key federal measures ensures an incentive payment along with matching funds as available. DCS has exceeded the minimum each year (Figures 7.1-4 through 7.1-8) DCS key work processes contribute to success and sustainability by responding to the following strategic challenges:

- **Budget constraints:** All key work processes aim to control costs and decrease error rates enabling DCS to deliver fiscally responsible services. DCS uses administrative process to establish orders, which is less costly than the court system and has worked hard to implement the Bright Start project which promotes the use of paternity affidavits instead of the court process.
- **Changes in legislative requirement:** To increase efficiency of key work processes and strengthen the ability to comply with new requirements, DCS automates large portions of those processes. Case file imaging allows cases to be accessed from any office immediately. The paperless system provides flexibility and agility of resource allocation in response to legislative changes and caseload fluctuations.
- **Workforce recruitment, development, and retention:** DCS invests resources in recruiting, hiring, developing, and retaining staff that can effectively perform key work processes and meet customer service expectations. Efforts include advertising, outreach, developmental job assignments, training opportunities, and interviews.

6.1b(2) Key process requirements are determined both internally and externally. Overall program requirements are established by federal law and influence state process requirements which are incorporated into RCW, WAC and DCS policy and procedures.

The Policy Unit determines key process requirements using staff, customer, stakeholder and partner input (Figure 6.1-2).

The process begins with identifying appropriate stakeholders. Input is gathered in a variety of ways, but often it is done in the form of a workgroup or public meetings. DCS solicits feedback from stakeholders on major initiatives by mailing, public meetings, and posting to the DCS internet site. After gathering input, draft documents are posted on the intranet for staff to comment and make suggestions. DCS responds to, or incorporates, all input and holds meetings with stakeholders to work out significant issues. If a process is specific to attorneys or medical coordinators, feedback from process experts would be used to create process requirements. DCS also operates under DSHS Administrative Policy 7.01 and follows a government-to-government approach to seek consultation and participation by representatives of tribes in policy development and program activities. FO liaisons work directly with the county prosecutor's offices. The collaborative on-going partnership

with prosecutors allows DCS to improve and develop process requirements.

DCS considers key measures as well as required compliance levels and the ability of a process to assist in meeting targets when determining key process requirements. Compliance levels are set by federal requirement. An example is the streamlining and automation that occurred in regard to payment processing and distribution. Key process requirements are determined by evaluating payment trends with consideration paid to workforce capacity and processing times. Goals (set externally: federal and ESA) and improvement targets (set internally) are also considered.

6.1c DCS has developed procedures including a Disaster Preparedness Plan to ensure work system and workplace preparedness for disasters or emergencies.

The plan outlines responsibilities for statewide managers and requires each office to designate a Recovery Director to prepare and maintain a local emergency packet including:
- Lines of succession
- Responsibilities
- Employee contact info
- Floor plans to locate essential records and inventory
- Vendor names and contact info
- Emergency/recovery supplies
- Arrangements for backup facilities
- List of first responders trained in first aid and CPR

The Disaster Recovery Plan outlines procedures for initial recovery, records removal, restoration, post recovery operations, and replacing supplies and services. Both this and local emergency plans are maintained both in hard copy and posted on the DCS intranet. A workgroup has been tasked with standardizing and improving local plans. DCS has designated documents that would be required for the reestablishment of normal operation after an emergency. All case files and essential records are maintained electronically. SEMS is working to incorporate emergency management, business continuity and disaster preparedness into its everyday functionality. Disaster recovery specific to DCS IT addresses and prioritizes three tiers of importance:
(1) *Ability to process payments and disseminate money.* This applies to systems involved in payment processing and distribution (FMIS, online suspense).
(2) *Continuation of establishment and enforcement.* This applies to systems such as SEMS, DOH, etc.
(3) *Communication with staff and clients.* This applies to systems including email, phones, and internet.

Contact Cards are filled out by staff annually. Employees can access the DSHS Emergency Line to receive updates if a worksite is closed during disasters or emergencies.

When a worksite is not operational, phones can be rerouted to a designated "sister" office and some staff may report to the secondary location. The Critical Incident Report Notification System is a management tool for DCS to track and share incident reports and responses. The reports are reviewed regularly to improve similar situation response.

Figure 6.1-2   Key Work Processes, Requirements, Measures, Inputs, and Customer Value

Key Work Process	Customer Value	Process Requirements	Measures	Inputs Used
Paternity Establishment	• Known family medical history • Children may be eligible for government benefits, such as social security and veteran's dependent benefits. • Medical insurance may be available through the father's health plan • Life insurance and other inheritance benefits	Court Order: 1. Access all possible sources until the father is located 2. Refer to the Prosecutor/AAG 3. Serve legal notice on alleged father 4. Conduct genetic testing 5. Enter court order to establish Paternity or exclude the father Paternity Affidavit: 1. Parents sign Acknowledgement 2. Acknowledgment is forward to DOH for filing	Key Measure: • Federal Incentive PEP In-Process Measures: • Pat coding Accuracy rate • % affidavit vs. court order • YTD PEP average • Number and timeliness of court orders processed • RX Data: Case and Legal Codes	Federal Mandates/OCSE DOH Hospitals WAPA Staff Feedback Customer Opinions Judges/Court Commissioners ALJs Genetic Testing Labs Tribes
Order Establishment	• Child support, medical insurance and daycare obligations are created by orders.	Court Order: 1. Access all possible sources until the NCP is located 2. Refer to the Prosecutor/AAG 3. Calculate support and arrears for order 4. Serve legal notice on the both parties 5. Attend court hearing 6. Judge/Commissioner enters court order Administrative: 1. Access all possible sources until the NCP is located 2. Calculate support and arrears for order 3. Serve notice on NCP 4. Order defaults or proceeds to administrative hearing process	Key Measure: • Federal Incentive Order Establishment In-Process Measures: • YTD Order Establishment Averages • Number and timeliness of court orders processed • RX Data: Case and Legal Codes	Federal Mandates/OCSE DOH WAPA County Clerks Staff Feedback Customer Opinions Judges/Court Commissioners ALJs Tribes
Child Support Order Enforcement	• Wage withholding deducts child support payments directly from pay checks for customers. • The Support Registry creates a permanent payment record for customers.	1. Withhold wages whenever possible 2. Secure debts with a lien 3. Take other withholding action when wages are not available 4. Use other enforcement tools to prompt NCP payments and retire debt 5. Refer uncollected cases to prosecutors and other jurisdictions as appropriate	Key Measures: • Federal Incentive CFS • Federal Incentive Arrears • ESA Goal % of Paying NCPs • Total Collections In-Process Measures: • YTD Averages (CFS) • RX Data: Case and Delinquency Codes	Federal Mandates/OCSE Employers Financial Institutions DOL, L&I, ESD, DOR Auditors WAPA Staff Feedback Customer Opinions Judges/Court Commissioners ALJs Other States/Countries Tribes
Document Management and Payment Processing/ Distribution	• Technology and automation lower costs and contribute to profitability for taxpayers. • Web payments provide convenience for customers. • Imaging enables customers to access services statewide regardless of geographical location. • Payment processing from voluntary payers.	1. Incoming mail and payments are imaged and associated with cases 2. Payments are associated to cases and applied first to current support then excess to any accrued arrears 3. Amounts collected on behalf of individuals receiving services shall be disbursed by the State Disbursement Unit (SDU) within 48 hours of receipt	Key Measures: • Processing time for incoming caseload correspondence • % of payments disbursed within 48 hours In-Process Measures: • % of payments processed daily • % of mail processed daily • % of non-assistance applications processed daily • % of court orders imaged daily	Peer Groups • Within each job class • Monthly meetings • Discussion, training, idea sharing Statewide stakeholder workgroups: • Case File Imaging • WSSR • SDU Individual accuracy rates and capabilities Staff submitted ideas for process improvement State Treasurer State Auditor OFM

Primary data is stored on a mainframe and backed up three times per week, with two static backups run each weekend. The first is kept on-site and is available if a hardware or application error requires recovery of the database. The second is delivered to a media vaulting service. In the event that the primary data processing facility is damaged or unable to host the system, the off-site backup is flown to the disaster recovery site in Warminster, Pennsylvania. The disaster recovery site is tested two times per year, with SEMS loaded and accessed remotely.

Safety Committees in all DCS offices are charged with maintaining a safe work environment to prevent emergencies. Preparation activities include regular earthquake and fire drills as well as required training in Blood Borne Pathogens and Hazardous Materials for all staff. Following drills, local safety committees review procedures for effectiveness and possible improvements. Designated staff is trained in CPR and first aid. Automated defibrillators are available in all offices. Emergency

6.2 Work Processes

6.2a DCS uses multiple methods to design and innovate work processes to meet key requirements (Figure 6.2-1). Successful deployment requires broad involvement from workgroups, internal and external experts, project teams, auditors, PAs, local office leaders and SLs. All improvement initiatives are aligned with the DCS MVV and usually involve the steps: 1) review input from customers, staff, partners, and stakeholders 2) analyze performance data 3) identify improvement opportunity 4) determine initiatives that have greatest impact 5) develop prioritization matrix 6) implement pilot 7) share lessons learned 8) refine new process and 9) fully deploy.

DCS incorporates new technology, organizational knowledge, and the potential need for agility into the design and enhancement of work processes. One example is OPEX that scans documents and processes payments in only a few seconds.

By using process mapping and new technology, the Document Imaging Project of 1997 significantly improved cycle time, productivity, effectiveness and efficiencies in payment processing. In 1999 the expansion of this project further automated the handling of court orders, and in 2001 all case files were imaged. All case documents can be accessed electronically from any FO, which increases DCS' ability to respond to caseload and staff fluctuations.

DCS' Imaging Technology Unit continually enhances hardware and software in the imaging environment. IT staff work with Central Services to explore, design and implement upgrades to improve processing times, accuracy and security. The latest project involves sending electronic images instead of paper checks for deposit, saving staff resources and banking costs.

FOs and HQ staff worked together to transition towards paperless work flow. This included standing workgroups such as the Case File Imaging Stakeholders group, SDU Stakeholders group and WSSR Stakeholder group. These groups meet quarterly to address changes in technology, operations or workflow issues and imaging system customer service.

6.2b(1) DCS uses a three-tiered approach to ensure its key work processes meets design requirements: policy level, technology level and operational level. Each has critical roles in managing and implementing work processes. The day-to-day operation of these processes is closely monitored at all three levels to ensure they meet key process requirements (Figure 6.2-2).

DCS uses multiple channels to collect feedback from the workforce, customers, suppliers, partners and collaborators as appropriate. Some methods include the ESS, one-on-one supplier meetings, complaint resolutions, expert groups, workgroups, stakeholder meetings, telephone interviews, emails and letters. This input is used to improve the management of these processes. For example, access to service was identified as an area needing improvement as a result of the 2005 Client Survey. Brainstorming sessions held in each office led to a list of ideas to address gaps in these areas was presented to the LT. SLs commissioned workgroups and as a result:
- Allowed customers to print many forms online
- Began quarterly mailings of DCS Card and EFT options
- Partnered with CSD to provide non-assistance applications to single parent families applying for food or daycare assistance

6.2b(2) DCS uses a variety of mechanisms to control the overall costs of work processes. Mechanisms include: 1) budget development following SPP 2) monthly reviews of financial status and performance measures 3) accounting and internal control activities and 4) innovative cost saving strategies.
- Develop and monitor federal budgets as required
- Provide monthly fiscal status reports for MT and LT
- Ensure contract training for program staff
- Ensure monitoring plans are completed as required. The MT prioritizes budget requests based on operational and investment priorities and allocates funds appropriately. This process ensures that financial risks associated with each area of the operation, as well as the financial risks of new investments, are reviewed each year.

DCS uses a number of key performance measures and in-process measures including number and timeliness of processing court orders, mail documents, referrals, and payments for the control and improvement of its work processes. Key performance measures are reported at least monthly, in-process measures are monitored daily or monthly (Figure 6.1-2).

To reduce variability in the implementation of work processes, DCS uses a systematic approach to track data on key performance measures and monitors outcomes of each to detect and respond to emerging issues. MT and LT review key performance measures at least monthly, discussing areas that require attention. If opportunities are identified, workgroups map out current processes to pinpoint opportunities for streamlining operations. A BPE is completed requiring a comprehensive review of resources, union issues, legal and policy issues, technical feasibility, impacts on customers, cost savings, effect on performance and site location. If the recommendation is approved and implemented, there is an expectation by MT that results be tracked and presented to the MT. Process measures are reviewed at the unit and individual level at least annually in PDPs and in regular unit meetings.

Each month, the Child Support Funding Policy Manager prepares updated financial status summary reports for current month, year-to-date, and projections. Segmented by FO and HQ section levels, these reports are reviewed and discussed during monthly MT and LT meetings to ensure costs are controlled. All reports are available to all staff and stakeholders via the intranet. Figure 6.2-3 outlines the DCS financial performance measures.

Strategies are in place to control overall costs of key work processes and prevent defects, service errors and rework to minimize costs or customer productivity losses (Figure 6.2-4).

To gain greater efficiency, it is critical for DCS to minimize the cost of inspections, tests and process or performance audits. Although DCS continues to conduct regular audits of staff and data, the cost of audits is minimized due to the standard statewide computer system and paperless environment. DCS cases can be worked or viewed from any office in the state and the EMAPS Internal Self Assessment Unit is able to audit from HQ without travel enabling consistent results while minimizing the need for site visits and disruption of workflow.

6.2c Process improvements are initiated in many ways, including the SPP, customer, staff, partner and stakeholder input, audit results, new technology, best practices and feedback from the 2007 WSQA Lite Application (Figure 6.2-5). These projects have improved work processes to achieve better performance (Centralized Mail Imaging Processing), to reduce variability (Cash Processing/ Internal Control) and to keep the process current with business needs (Electronic Receipt and Disbursement of Payments).

Figure 6.2-1 Methods to Design and Innovate Work Processes

Methods	Steps	Information Sources
Workgroup (Cross-Sectional, Functional, or Expert Workgroup)	Conduct process mapping, analyze data, redesign processes, and test new processes	Input from customers, staff and stakeholders, performance data, new technology
Pilot Project	Plan-Do-Check-Act cycles	Experimental data, test results, broad-based implementation plan
Quality Assurance System	Self-audit, develop corrective action plan, implement improvements	Internal audit results, regulatory requirements, benchmarks
Performance Analysis Process	Complete Business Process Evaluation to identify opportunities to maximize performance, share improvement proposal with leaders and other offices	Performance data, staff input, collaboration with local office leaders (See § 4a)
Incorporating Best Practices from Other States	Participate in national organizations, make site visits, adapt other states' successes into DCS processes	Other state's child support agencies, federal government, national and regional child support organizations.
Leadership Team and Management Team Review Process	Review issues and data, analyze proposed solutions, determine improvement approaches	Customer and staff input, policy issues, changes in case law, litigations, performance data, audit findings

Figure 6.2-2 Three-Tiered Approach for Implementing and Managing Key Work Processes

Tier	Implementation Approach	Management Approach
Policy	Policy and online resources are updated and implemented with customer and staff input to comply with design requirements.	Feedback and periodic reviews ensure policy and forms are maximizing performance and in compliance with requirements.
Technology	The system is updated to meet new requirements, including changes to the internal case management automated processes.	Enhancements are prioritized based on legal requirements, continued system certification requirements, and requirements for continuing function of the system.
Operational	Staff receive training in-person, online, or by teleconference to ensure understanding of new work process and design requirements; ongoing refresher training is provided as needed.	Cases impacting ability to meet design requirements are identified by line staff; successful practices are shared statewide via internet and ongoing workgroups; peer groups, work groups and prosecutor liaison groups meet regularly to discuss and manage processes locally

Figure 6.2-3 DCS Financial Performance Measures

Financial Strategic Objectives	Financial Strategic Initiatives	Financial Performance Measures
Ensure resources are available to support ESA's staff and programs	Develop and monitor federal budgets as required	1. % budget development timelines met 2. % fiscal notes completed timely
Ensure expenditures are monitored against available resources	• Provide monthly fiscal status reports for fiscal review • Provide monthly management reports to ESA Leadership Team	1. % of expenditures versus allotments to date 2. % MFSRs submitted to CBO on time as required 3. % MMRs completed within 10 days of fiscal month close
Ensure compliance with federal and state regulations and policies regarding contracts	• Ensure adequate contract training for program staff • Ensure divisions complete monitoring plans by 7/31/09 as required	1. % contracts renewed/completed on time 2. % staff managing contracts who have completed required contracts management training 3. % contracts monitored as required

Figure 6.2-4 Strategies for Cost Savings, Preventing Defects, Errors, and Rework

Strategies for Cost Savings
• Use paternity affidavits and administrative process over court ordered process
• Use imaging technology to retain and transfer documents
• Use SEMS technology to conduct internal audits without traveling to FOs
• Perform electronic data matching with banks, federal, and state agencies
• Contract out when it's more cost efficient
• Use secure email to cut down costs for mailing and fax
• Accept Electronic Payments
• Distribute payments via EFT and DCS Debit Card
• Use automated tools to monitor workflow priorities
• Automate processing of checks by OPEX machines using OCR technology
• Cross-train staff to respond to fluctuating workloads based on daily volumes
• Implement performance standards
• Use barcode system
• Scan applications directly into route boxes to be worked by other staff
Strategies for Preventing Defects, Errors, and Rework
• Adopt comprehensive hiring process to hire the most capable staff
• Provide formal training for new employees (one year for SEO 1) and ongoing training for existing staff
• Incorporate automated features into IT system (such as Auto Withholds)
• Set internal controls to prevent improper enforcement actions
• Provide staff with tools to identify potential errors, such as e-model
• Implement policy to control and recoup losses
• Maintain Quality Assurance program for operations audits, performance standards and risk assessment
• Ensure internal controls including error logs and security cameras
• Reconcile SEMS list of checks to the report of checks processed by vendor and verify billing and remittance
• Reconcile accounting receipts with payments processed to SEMS and to the bank account deposits and disbursements to monitor and resolve discrepancies
• Review bank charges in comparison to contracted rates for each type of service and per transaction fees
• Use barcode forms to automatically index to the correct case

Performance reviews including automated tools, special reports and data dashboards lead to improvements. An example is the Closing the Gap (CTG) Initiative which began in the Everett FO before full implementation. CTG's goal is to ensure SEOs know DCS' priorities and how to focus their work efforts on activities targeted to meet the goals related to those priorities. By providing training to staff on how daily actions contribute to reaching DCS' performance goals, CTG has strengthened the connection between the MVV, SL focus and line staff actions.

Process improvement and learning are deployed throughout the organization using several methods. Training is conducted in person or electronically. All offices have facilities for staff to receive virtual training. DCS also uses the DSHS Learning Center, a customized E-Learning system that allows DCS to track and provide Web-based learning and development courses.

Figure 6.2-5 Information Sources for Improving Work Processes

Information Sources	Example
New Technology	Electronic Receipt and Disbursement of Payments; DCS Debit Card Implementation
	Automated Collection Actions
	Centralized Mail Imaging Processing
	Electronic Data Matches and Referrals
	OCR Recognition Software
Customer Input	Customer Testing of Forms and the Public Website
	IT Surveys of Public Website Users
	DSHS Customer Survey
	Child Support Schedule Workgroup
Staff Input	Intranet Improvement: Including Best Practices and Cheat Sheets
	Performance Analyst Workgroup
	SEMS Prioritization Workgroup
Partner/ Stakeholder Input	Feedback to Policy via List serve and DCS Internet
	7.01 Process for Tribal Input
	WAPA
	Employer Outreach
Strategic Planning	Explore Credit Card Payment Options
	Implement Bright Start Statewide
	Exploring Future Telephone Technology
Audit Results	Cash Processing/Internal Controls
	On-line Suspense
	Adjustment Voucher Review Process
Best Practices	A-Z caseload from Vancouver FO
2007 WSQA	DCS Social Responsibility Initiative

Lessons learned are disseminated to all offices through e-mail, web sites, conferences and meetings. DCS has developed an intranet site accessible by all DCS staff and many partners. The system is a means to gather, store, transmit and access information. At least yearly conferences (budget permitting) are held where staff receives training and share information and tips. These are sometimes for all staff or can target specific job classes (Supervisor or Support Staff Conference). Budget permitting, staff participate in regional, national and other agency conferences in WA (WAPA and Tribal Conferences).

Information on work process improvements and lessons learned are shared at regular meetings throughout all levels. The LT meets monthly and that information is cascaded through DMs to supervisors to all staff. SLs meet with partners and stakeholders regularly. Offices have outreach activities to collaborate with employers, other state departments, community partners and private organizations. These internal and external interactions are critical in driving organizational learning and innovation.

Category 7: Business Results

7.1 Product Outcomes

7.1a (1) DCS continually evaluates key performance results for all phases of the enforcement process and measures that are fundamental to the performance of strategically significant processes. Performance data are updated periodically (Figure 4.1-3), made available to all staff, partners and stakeholders via the DCS Intranet, and can be drilled down from state level to individual SEO level. Because of space limitations, the results shown in section 7.1 are primarily at the statewide and FO level.

Total child support collections have increased (Figure 7.1-1), reaching an historical high of approximately $705 million in SFY08. Even with the impact of high unemployment rates and the economic downturn, total collections in SFY09 showed only a slight decrease of 1.3% when compared to SFY08. The red dotted line in Figure 7.1-1 shows the projections through SFY11. DCS works closely with the ESA EMAPS, ESA Fiscal Services Office, and DSHS Budget Office to develop these projections, which also becomes budget targets for DCS by the Governor's Office. Figure 7.1-1 also segments the collections by case type: 1) *Currently on Assistance or TANF* (Temporary Assistance to Needy Families) 2) *Formerly on Assistance* and 3) *Never on Assistance*. Although two-thirds of the caseload is roughly *Current and Formerly on Assistance*, the amounts collected are less than that collected for *Never on Assistance* cases. This disparity reflects the difference in earnings of the parents with cases associated with public assistance and those who have never had that association.

Figure 7.1-1 Total Child Support Collections
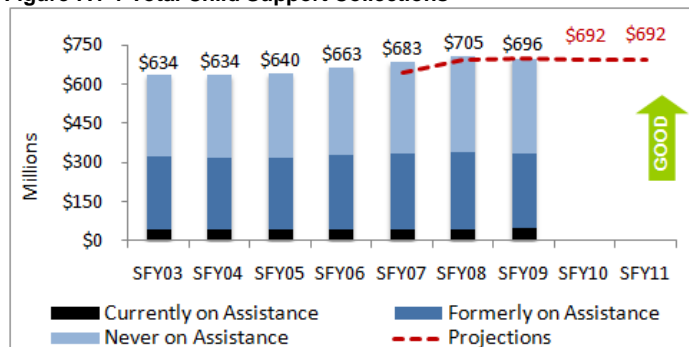
On October 1, 2008, WA State legislative changes in child support distribution policy went into effect. TANF recipients could receive up to $100 a month of child support collected for one child and up to $200 a month for two or more children. As a result, more money is distributed to families on assistance (Figure 7.1-2) and less money is retained by the state to cover the cost of public assistance (Figure 7.1-3). The big drop of retained support in SFY09 was due to the combination of this pass-through policy plus an increase in cases among parents who went onto public assistance during the recession. In SFY09, DCS distributed nearly $634 million to all families, regardless of public assistance receipt, which is about a 14% overall increase from $556 million in SFY03.

Figure 7.1-2 Support Distributed to Families
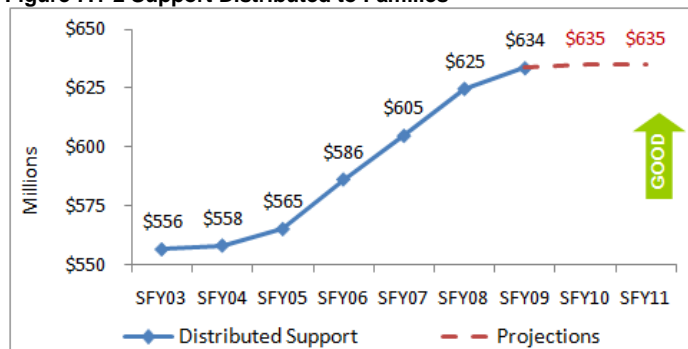
Figure 7.1-3 also shows that the public assistance caseload is on the upswing once again after declining since SFY07, while support retained by the state is dropping. The state's budget counts on the retained support to help balance its budget, which is DCS' "budget driver." Meanwhile, as DCS passes more money through to families, it diminishes the estimated funds the state counts on from DCS.

Figure 7.1-3 Retained Support and Cases Currently on Assistance
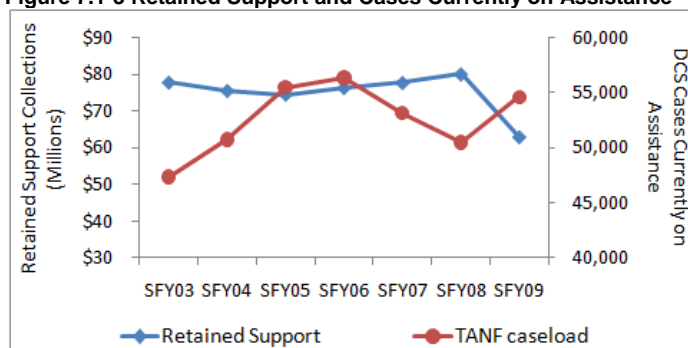
Figures 7.1-4 to 7.1-8 show DCS' performance on the five federal incentive measures (Figure 4.1-3) developed by OCSE and reported by all states and Guam, the Virgin Islands, Puerto Rico, and the District of Columbia. The charts show how well DCS has performed compared to the national averages and against the federal goals over the last six years. These goals are the standards that must be attained to receive 100% of the maximum federal incentive awards. For performance below the goal, the incentive monies are decreased accordingly.

The paternity establishment percentage (PEP) (Figure 7.1-4) measures DCS' success in establishing legal fathers for children born out of wedlock. PEP is the number of paternities established in the current year divided by the number of children in the IV-D caseload born out of wedlock during the previous year. The assumption is that it takes a year to establish paternity. Therefore, the PEP will sometimes exceed 100%.

Paternity establishment is the first step for children born to unwed parents in getting support for the child. Until paternity is established, no financial or medical obligation for a child can be set. DCS consistently performed above the national average and has received 100% of the maximum federal incentive on PEP for the last six years.

Figure 7.1-4 Paternity Establishment Percentage (PEP)

Legend:
- WA DCS Score
- National Average Score
- Federal Goal (to attain 100% incentive funding)
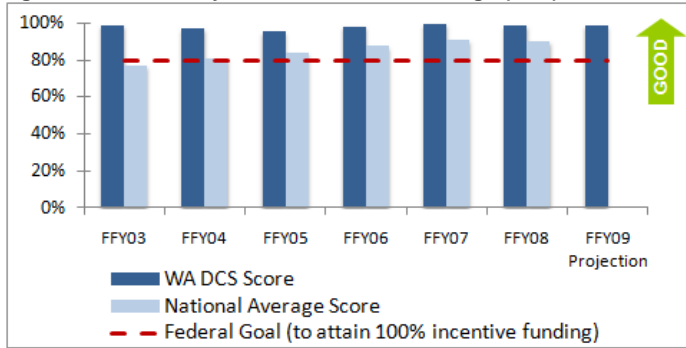
DCS shows consistent success in establishing orders (Figure 7.1-5). This measure, along with PEP, is a prerequisite procedure of child support enforcement. Without an order, nothing more can happen on a child support case.

Figure 7.1-5 Percent of Orders Established

Legend:
- WA DCS Score
- National Average Score
- Federal Goal (to attain 100% incentive funding)
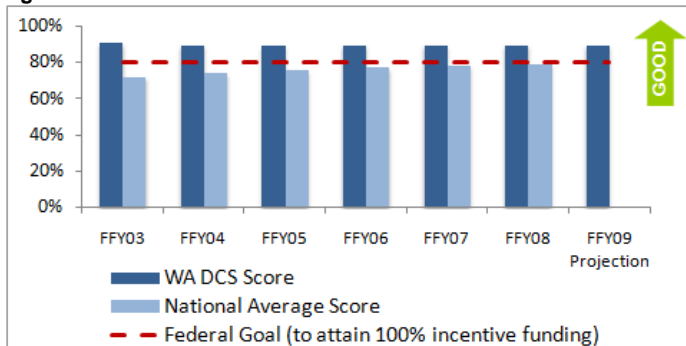
DCS' score on current support collections (Figure 7.1-6) has increased steadily over the past six years and continues to perform above the national average. This measure shows what percentage of current support due is collected on cases. It has taken a great deal of effort for DCS to gain traction on this measure. Partial payments on the monthly order amounts diminish DCS' performance on this measure, yet circumstances may exist that prevent an NCP from making payments in full.

Figure 7.1-6 Percent of Current Support Collections

Legend:
- WA DCS Score
- National Average Score
- Federal Goal (to attain 100% incentive funding)
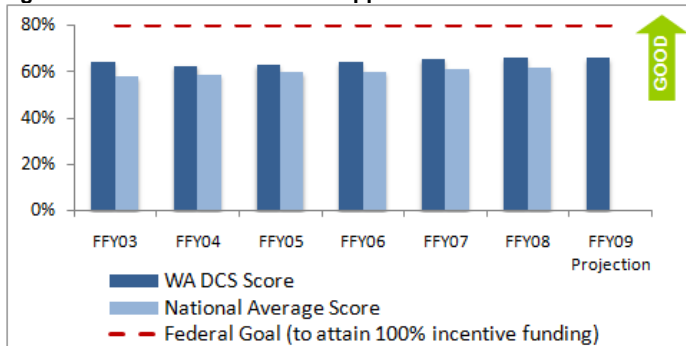
Percentage of cases paying toward arrears (Figure 7.1-7) is close to 70% compared to the national average of 60%. This is also a difficult measure to improve. Cases not receiving full current support build arrears.

Figure 7.1-7 Percent of Cases with Arrears Payments

Legend:
- WA DCS Score
- National Average Score
- Federal Goal (to attain 100% incentive funding)
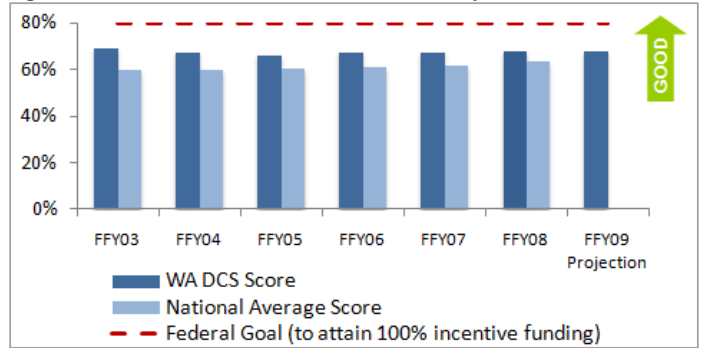
The cost effectiveness ratio (Figure 7.1-8) measures total dollars collected by total dollars expended. DCS has a long history of making investments on improving its performance to meet goals addressed in its strategic plans. This investment leads to DCS maintaining its cost effectiveness ratio around the national average, while performing much better in other four measures. Studies on this issue warn that states with too little investment may enjoy a high cost effectiveness figure but at the expense of overall performance.

The decrease in the cost effectiveness ratio for FFY08 is attributed to an accounting error in the ESA Fiscal Services Office. This error has been corrected and will be reflected in the next FFY09 report. As a result, the increase in FFY09 performance is projected to be higher.

Figure 7.1-8 Cost Effectiveness Ratio

Legend:
- WA DCS Score
- National Average Score
- Federal Goal (to attain 100% incentive funding)
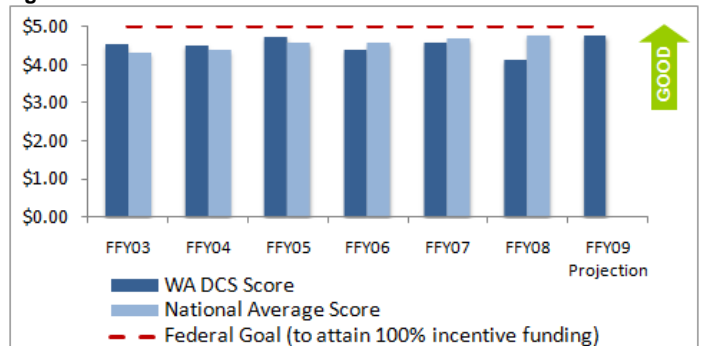
OCSE plans to add a measure for medical order establishment (Figure 7.1-9) as the sixth federal measure soon. DCS has been proactive in tracking performance of medical order establishment for a decade and makes the data available to staff via the DCS Performance Web site. The percentage of cases with medical orders has shown slight, but steady progress from 83.4% in SFY03 to 86.1% in SFY09.

Figure 7.1-9 Percent of Cases with Medical Orders

Note: Federal goal not yet established by OCSE.

Legend:
- WA DCS Score
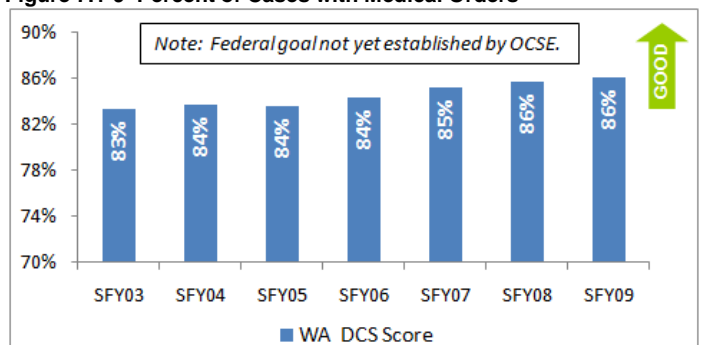
Figures 7.1-10 to 7.1-13 are sample charts displaying the results of federal measures by FO and comparisons to the federal goal and national average. DCS leaders examine reasons behind disparities between low and high performing FOs. Performance gaps often stem from unequal distributions of "hard-to-collect" cases among the FOs, based on a variety of geographically linked socioeconomic factors of the areas and clients they serve.

Figure 7.1-10 Paternity Establishment Percentage (PEP) by FO
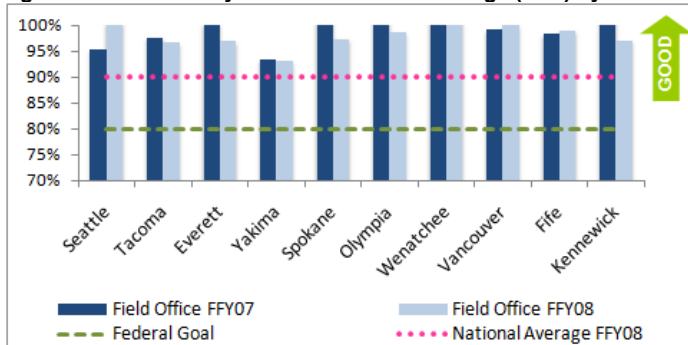
Figure 7.1-11 Percent of Orders Established by FO
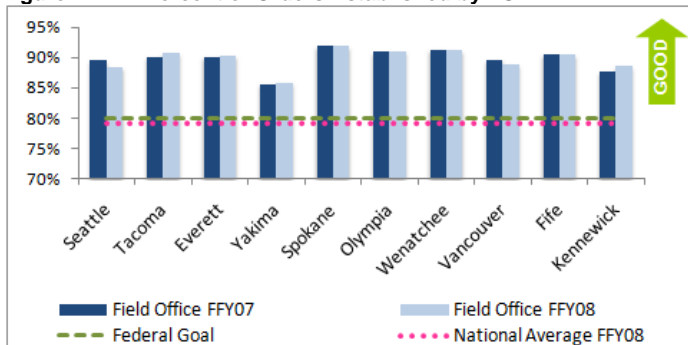
Figure 7.1-12 Percent of Current Support Collections by FO
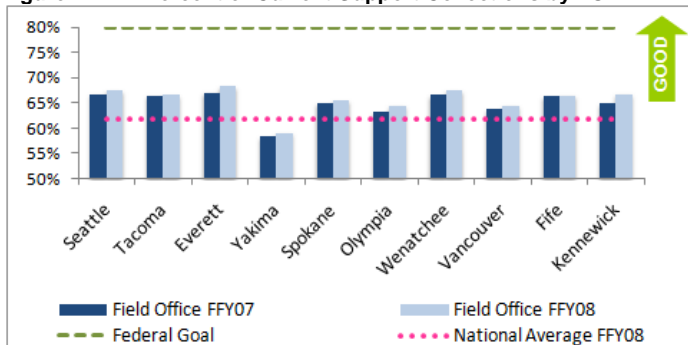
Figure 7.1-13 Percent of Cases with Arrears Payments by FO
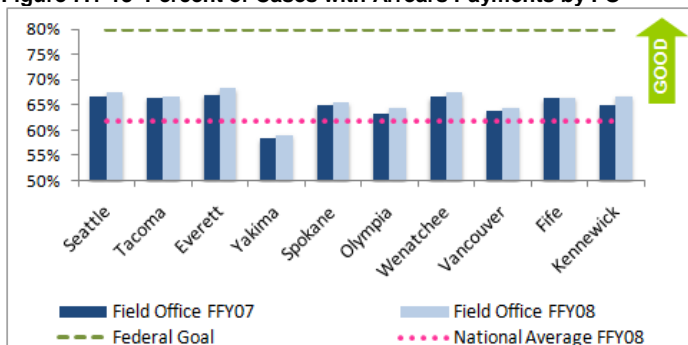
With the assistance of EMAPS, the FO PAs work closely with the HQ Field Operations to determine performance projections for their respective office. These projections are based on a variety of factors, such as historical performance, economic factors, and global and national economic forecasts. Local factors that may affect individual offices are also considered. Figures 7.1-14 to 7.1-15 are sample charts of FO performance compared to projections.

Figure 7.1-14 Percent of Current Support Collections and Projections by FO
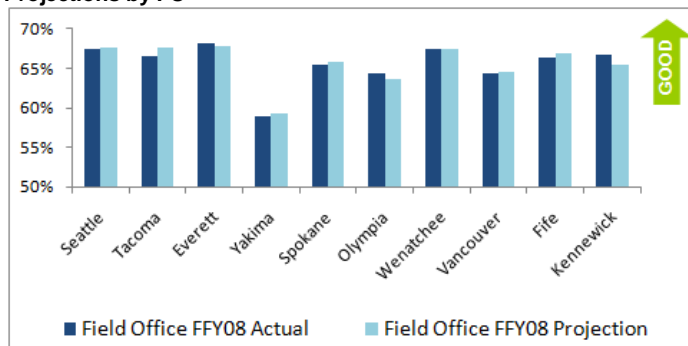
Figure 7.1-15 Percent of Cases with Arrears Payments and Projections by FO
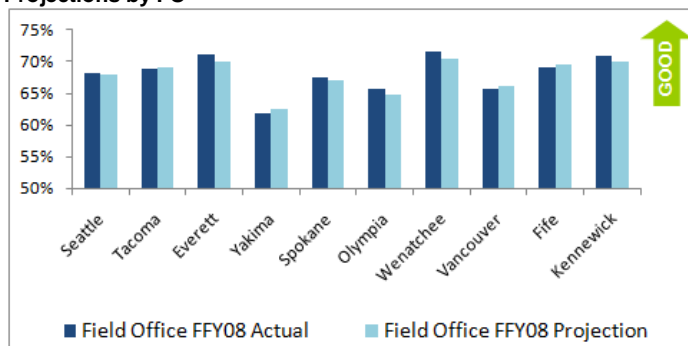
Figure 7.1-16 is a screenshot from the SEO Dashboard that demonstrates how staff can compare their performance to the state, a FO, and to other SEOs in the field. All DCS staff have access to this dashboard. From the dashboard, managers, supervisors, and staff can enter SEO numbers into the dashboard to drill down to see individual performance comparisons.

Figure 7.1-16 Sample Screenshot of Individual SEO Dashboard
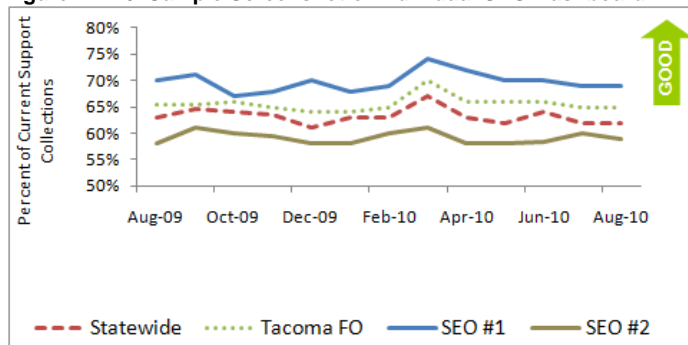
DCS also tracks performance of the tribal caseload on all federal measures except the cost effectiveness ratio. Figure 7.1-17 shows statewide tribal performance from FFY06 to FFY08. This information can also be drilled down to FO and SEO levels.

Figure 7.1-17 Performance of Statewide Tribal Caseload
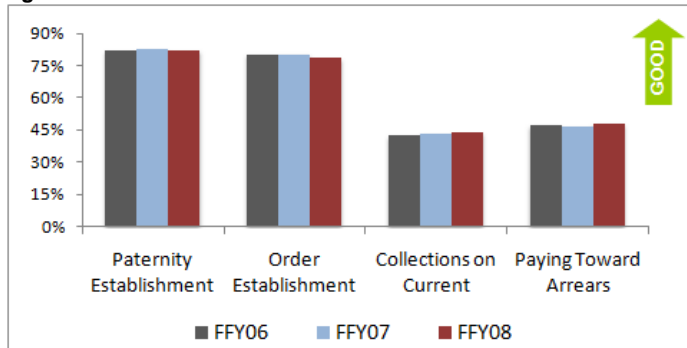
Figure 7.1-18 displays current support collection results of tribal caseload by FO. Not all FOs handle tribal cases.

Figure 7.1-18 Current Support Collections of Tribal Cases by FO
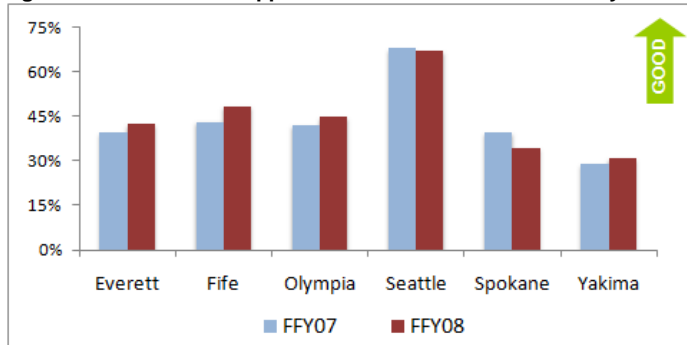
DCS designed a rating system (Figure 7.1-19) to compare its overall performance to other state programs. It is more objective to make the comparison based on overall performance because of the variability in the individual measures. The rating system weighs all five measures and gives overall scores for each state. This comparison allows DCS to identify best practices to improve its performance. Since FFY03, DCS has ranked in the top 12 at the national level. Besides comparing its performance to the national score, DCS competes with other states (Alaska, Idaho and Oregon) in Region 10, one of the ten OCSE regions. DCS has maintained its ranking as the top performer within the region over the past six years.

Figure 7.1-19 DCS Rankings on Federal Measures

FFY	National Ranking	Regional Ranking
2003	5th	1st
2004	7th	1st
2005	9th	1st
2006	10th	1st
2007 (preliminary)	4th	1st
2008 (preliminary)	12th	1st

Note: DCS would have ranked eighth if the accounting error on cost effectiveness had not occurred.

In addition to comparing its performance to the national and regional averages, DCS compares its performance with certain states that have similar socioeconomic conditions, such as unemployment rate, population, total collections, proportion of cases on welfare program, etc. Figures 7.1-20 to 7.1-23 compare WA's performance to Missouri, New Jersey, Virginia, and

Wisconsin in FFY08. Compared to the four states, WA performed better than three states in overall performance and slightly below Wisconsin. This comparison again illustrates that a high cost effectiveness ratio does not necessarily lead to high overall performance. A thoughtful investment of dollars into the child support program is a key to its overall success. Cost effectiveness may also be higher in states that rely more heavily on judicial rather than administrative processes because not all the judicial costs may be counted in the expenditures. With lower expenditures, this ratio may be higher.

Figure 7.1-20 WA Performance Compared to Missouri, FFY08
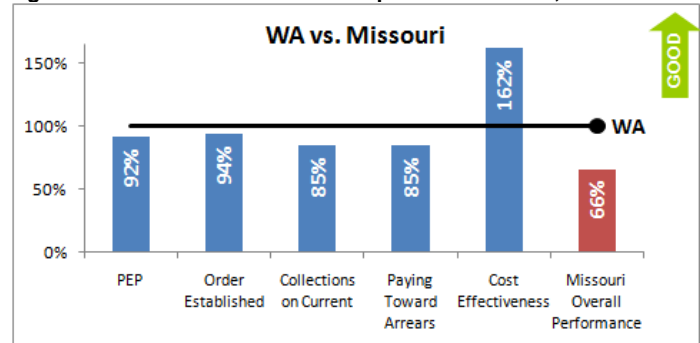
Figure 7.1-21 WA Performance Compared to New Jersey, FFY08
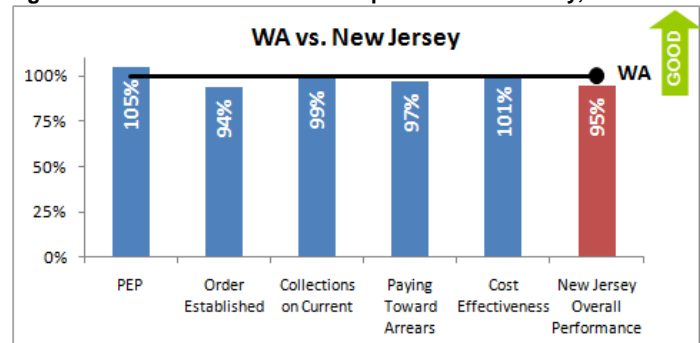
Figure 7.1-22 WA Performance Compared to Virginia, FFY08
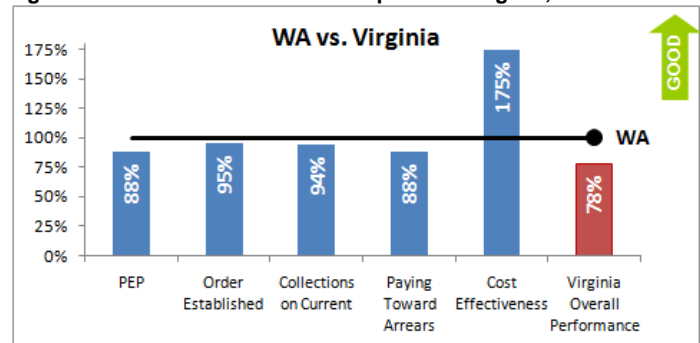
Figure 7.1-23 WA Performance Compared to Wisconsin, FFY08
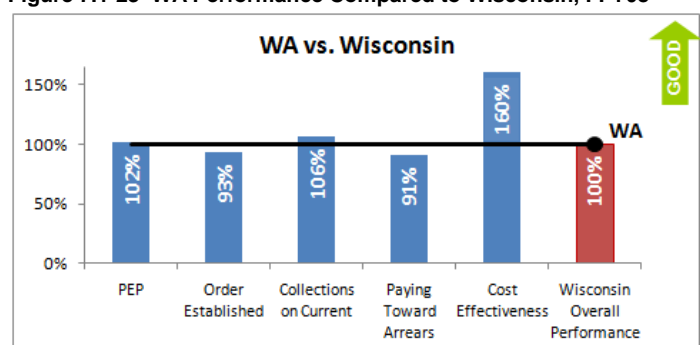
The percentage of NCPs paying (Figure 7.1-24) is a measure that was established internally within ESA. It measures DCS's accomplishment of enforcement and establishment functions. The measure is the ratio of total NCPs in the IV-D caseload to the total number of cases that received a payment. The NCP's paying goal is important because it encompasses many of the other DCS performance measures. Since paternity and an order need to be established prior to collection, this statistic encompasses a broad scope of DCS' work. Figure 7.1-25 segments the results by FO.

Figure 7.1-24 Percent of NCPs Paying Statewide
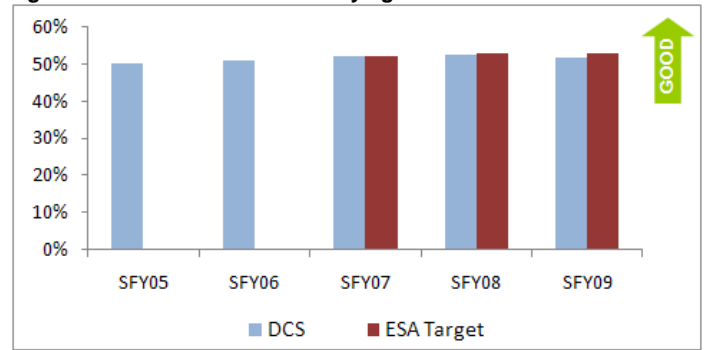
Figure 7.1-25 Percent of NCPs Paying by FO
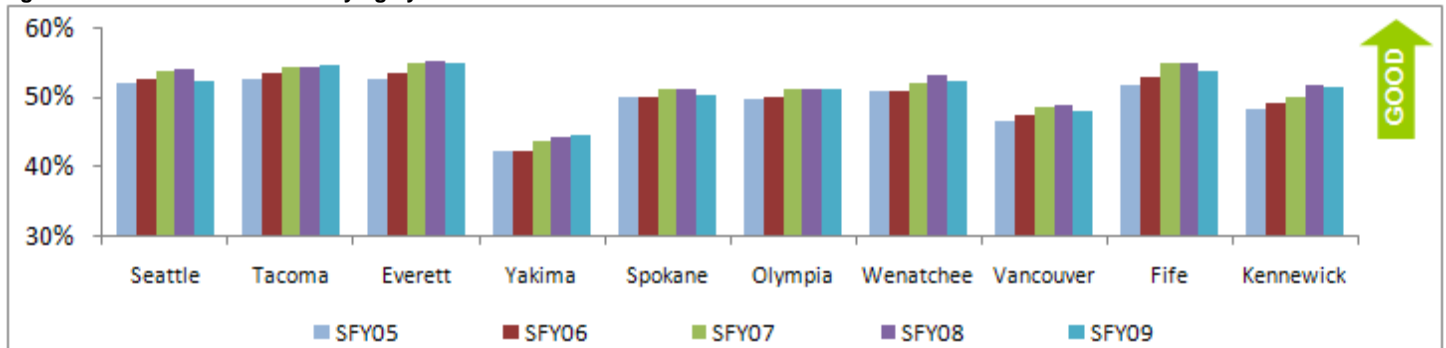
7.2 Customer-Focused Outcomes

Figures 7.2-1 to 7.2-8 show results from the client satisfaction surveys conducted by DSHS. Many clients surveyed receive multiple DSHS services, so client comments may not be specific to DCS services. Also, DCS believes its service is atypical of other DSHS services provided to clients making comparisons to other DSHS administrations problematic.

Figure 7.2-1 Overall Customer Satisfaction
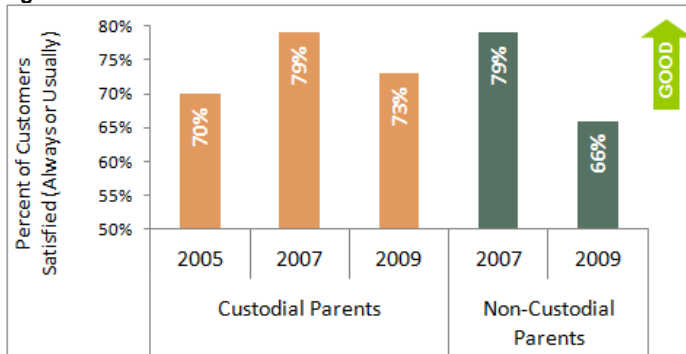
Figure 7.2-2 Customer Satisfaction: DCS Availability
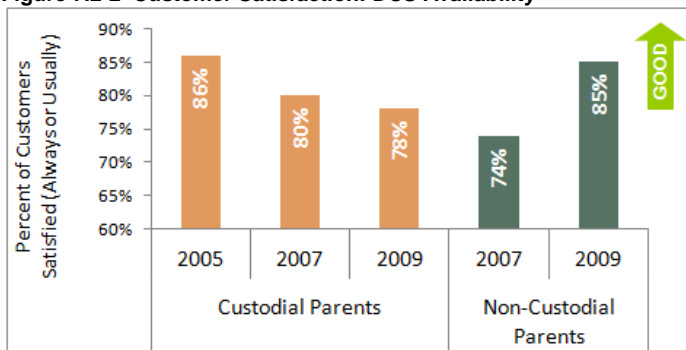
Figure 7.2-3 Customer Satisfaction: Access to Information
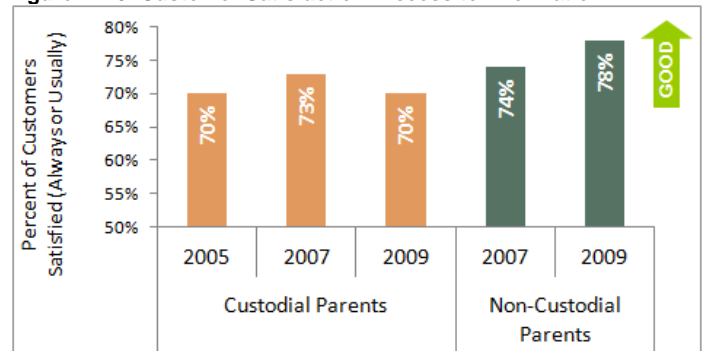
Figure 7.2-4 Customer Satisfaction: Courtesy and Respect
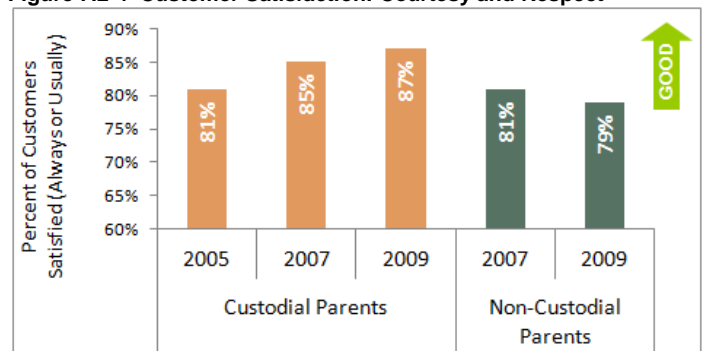
Figure 7.2-5 Customer Satisfaction: DCS Timeliness and Responsiveness
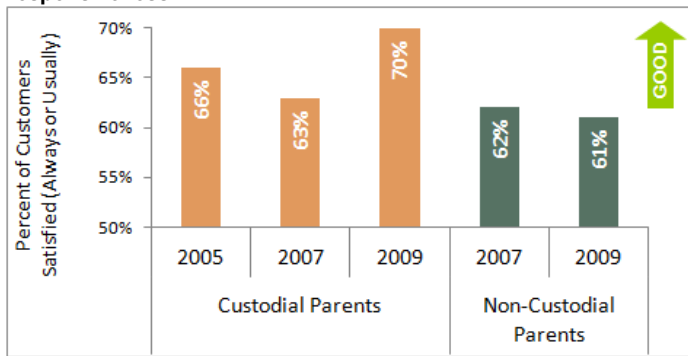
Figure 7.2-6 Customer Satisfaction: Overall Communication
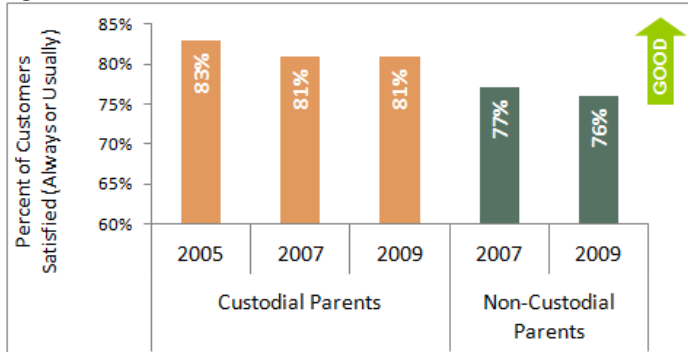
Figure 7.2-7 Customer Satisfaction: Clear Communication
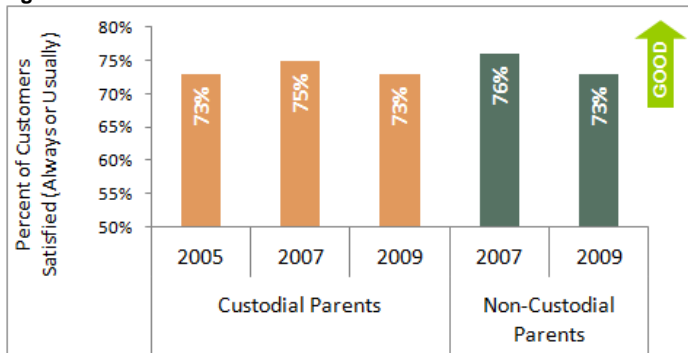
It is difficult to obtain relevant comparative data for other organizations providing similar services. DCS is the only organization in WA State that provides IV-D child support services. While the customers and mission of the WA State Department of Revenue (DOR) are different than that of DCS, they both provide collection services. Figure 7.2-8 shows the overall customer satisfaction rating of DCS compared to DOR.

Figure 7.2-8 Overall Customer Satisfaction
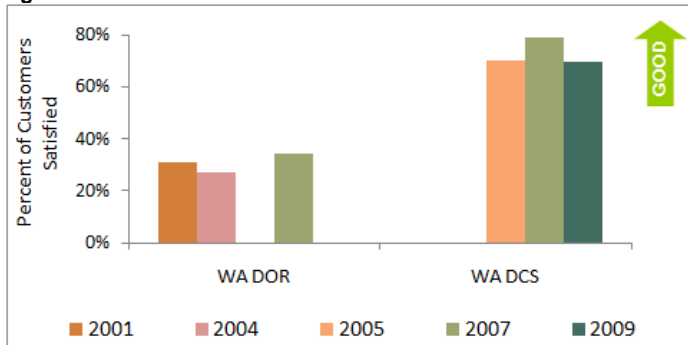
7.3 Financial and Market Outcomes

7.3a (1) DCS has four primary sources for funding: 1) State 2) Federal match on State funding 3) Federal performance incentive and 3) grants. Figure 7.3-1 illustrates the total funding requested and approved by the WA State Legislature from SFY03 to SFY08. For SFY06 to SFY08, the Legislature approved a cost of living allowance for State employees and increased DCS's budget to help cover the increase in cost.

Figure 7.3-1 Funding from State Legislature
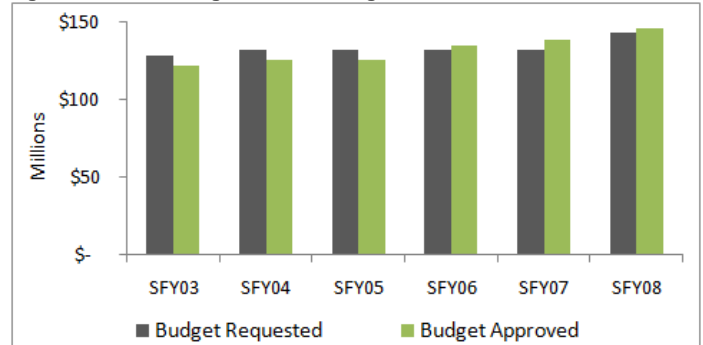
Figure 7.3-2 shows DCS's federal performance incentive earnings from FFY03 to FFY08. Although DCS's performance has remained strong, other state child support programs are taking a larger share of the fixed federal incentive dollar pool by meeting the minimal requirements for earning a performance incentive. For example, in FFY04, fifty states met the minimal requirements to receive performance rewards on all five measures compared to only twenty eight states (including Washington) in FFY01. One of the key requirements for earning a performance incentive is to pass the Federal Data Reliability Audit (DRA). DCS has always passed the DRA (Figure 7.6-1).

Figure 7.3-2 DCS Share of Federal Performance Incentives

FFY	Federal Incentive Pool	WA Incentive Payment	WA Share of Incentive Pool
2003	$461,000,000	$14,675,136	3.18%
2004	$454,000,000	$13,445,851	2.96%
2005	$446,000,000	$12,719,377	2.85%
2006	$458,000,000	$12,679,446	2.77%
2007	$471,000,000	$13,092,467	2.78%
2008*	$483,000,000	$13,192,400	2.73%

***Note:** 2008 incentive is estimated.*

DCS has been very successful in its grant applications. Figure 7.3-3 shows DCS's success in receiving grants from FFY04 to FFY09. The award amounts vary depending on the type of project. Figure 4.2-2 outlines the different grants and the purposes for each grant.

Figure 7.3-3 DCS Federal Grants Awarded

FFY	Total Grant Amount Awarded	% of Grants Applied and Awarded
2003	$1,490,708	100%
2004	$1,375,765	100%
2005	$1,375,765	100%
2006	$915,996	100%
2007	$915,996	100%
2008	$915,996	100%
2009	$1,399,407	100%

One measure of DCS' financial viability is how expenditures compare with budget allotment. Figure 7.3-4 shows DCS' fiscal responsibility by its ability to control costs and continuously remain under budget since SFY03. DCS proactively plans for the future. For example, even though the budget allotment for SFY08 was the highest it has been in several years, DCS understood that economic downturn would affect the state budget and prepared DCS for expected budget shortfalls. Cost savings were sought across all levels of the organization including streamlined processes, reduced spending, holding vacancies and offering retirement incentives. In addition to meeting budget restraints for the current year, the operational savings will help DCS' performance in the cost-effectiveness measure and result in earning higher performance incentives.

Figure 7.3-4 Budget Allotments and Expenditures
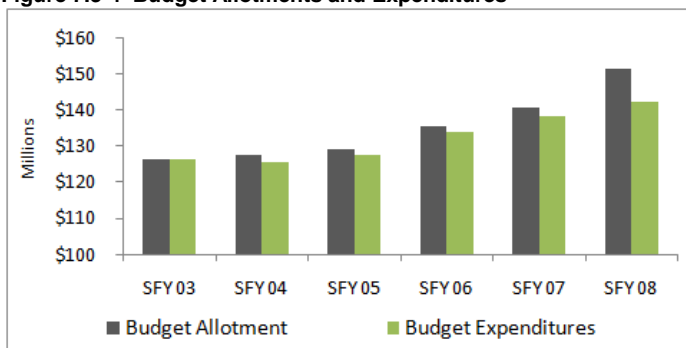
There are many ways to measure DCS' financial return. Child support collected by DCS is either disbursed to clients or retained by the State to reimburse the State's TANF expenditure. Figure 7.3-5 shows the total amount of support collected, distributed, and retained for the last six years.

Figure 7.3-5 Total Child Support Collected, Disbursed, and Retained
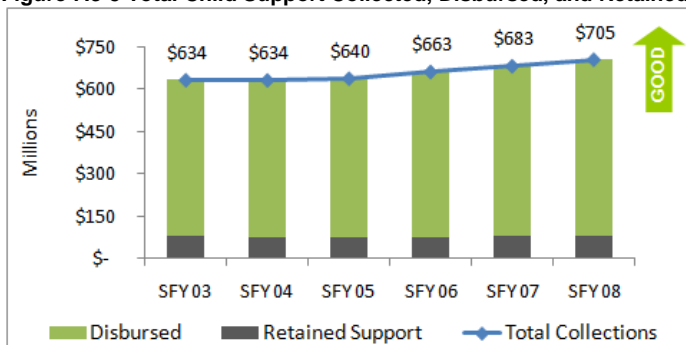
DCS also measures financial return by the cost-avoidance of public assistance expenditures due to the success of child support collections. DCS studies show that regular, dependable child support payments divert families from seeking public assistance. Figure 7.3-6 shows a steady increase in cost avoidance for Food Stamps, TANF, and Medicaid. Total cost avoidance for SFY08 is not available because Medicaid information is not available at this time. Because there is no standard formula for States to calculate cost-avoidance, it is not possible to compare DCS with other child support agencies.

Figure 7.3-6 Cost Avoidance by Type of Public Assistance
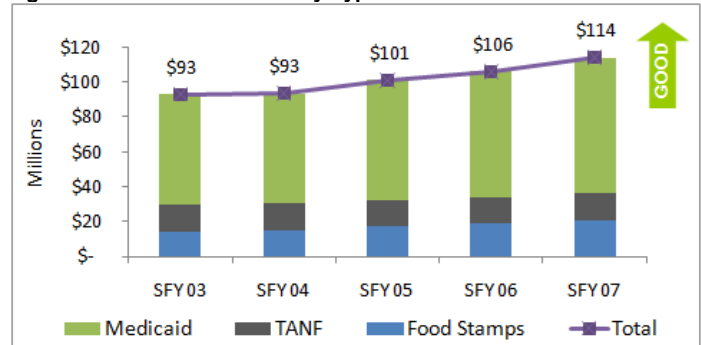
Figure 7.3-7 shows how DCS expenditures are relatively low when compared to the total financial return defined as a combination of total collections and cost avoidance.

Figure 7.3-7 Total Expenditure vs. Total Return on Collections
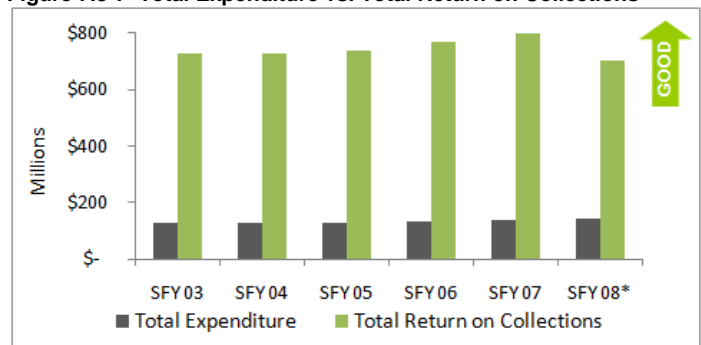
Note: Because cost avoidance data is not available for SFY 08 yet, Total Return will be higher.

7.3a (2) DCS is not a competitive business in the traditional sense. As the sole state agency designated to collect child support, DCS' only competition in Washington would be with private collection agencies ot tribal agencies. While some private child support collection agencies exist in other states, none are based in Washington. Despite the ability for WA to go the way of many other states and privatize part or all of it's child support services, WA State continues to use its very successful public agency model. Therefore, they likely have minimal impact as a competitor. Also, for the private collection agencies that do exist, comparative data is unavailable.

All State IV-D agencies compete with each other for Federal Incentive funding. DCS' market share can be viewed as its share of the incentive pool. Figure 7.3-2 shows Washington's share of the overall Federal Incentive Pool. The fixed incentive pool is divided among the different States depending on their performance in the measures. As shown by Figures 7.1-4 to 7.1-8, WA has a history of excellent performance above the national

average. Also, Figure 7.3-5 shows that total collections are increasing each year. Therefore, the downward trend in DCS' share of the incentive pool through FFY06 can be attributed to the improving performance of other states, earning them larger pieces of the pool. As a result, even though DCS' performance remains consistently strong, its share of the pool is decreasing.

7.4 Workforce-Focused Outcomes

7.4a (1) DCS evaluates workforce engagement and satisfaction through the employee staff satisfaction survey (ESS) that is conducted every 18 months. The survey can be segmented down to each office. DCS reviews the data and incorporates initiatives into the strategic plan to address opportunities for improvement. These initiatives cascade down to the individual offices. Each office creates their own action plan to address these opportunities thereby engaging the diversity of their workforce. This yields action plans that are meaningful to staff as well as being innovative and creative.

Figure 7.4-1 shows results from the DSHS Employee Satisfaction Survey conducted in 2006 and 2007. DCS shows an increase in the 2007 satisfaction survey in comparison to its 2005 survey results.

Figure 7.4-1 E*mploye*e Satisfaction Survey Results by DCS Values
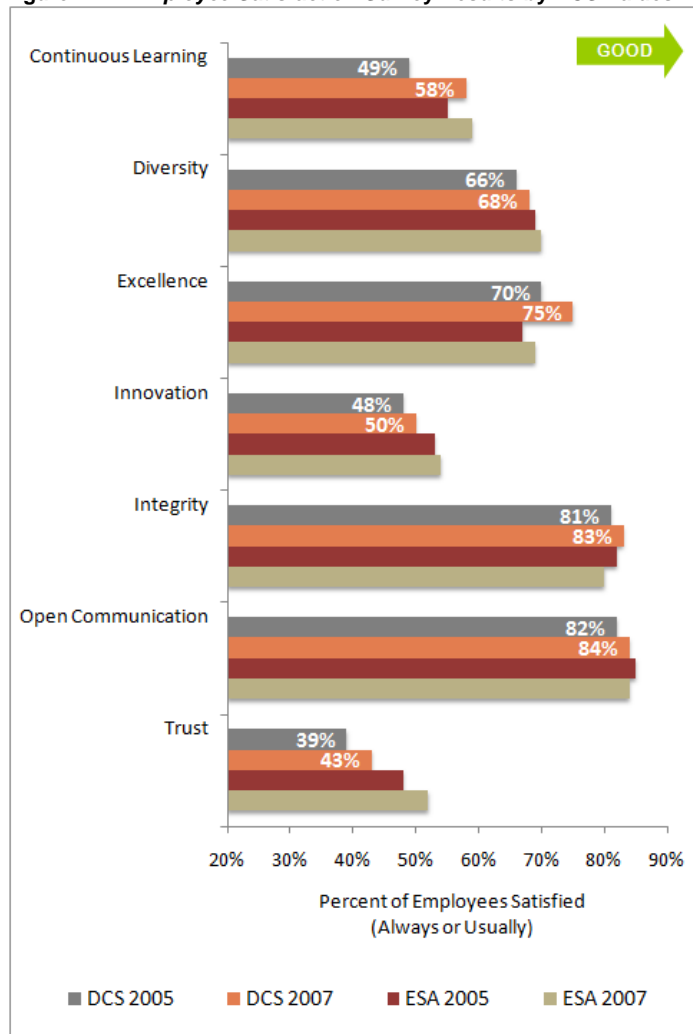
Figure 7.4-2 shows the employee satisfaction survey results for recognition segmented by office location. In response to the survey and staff input, DCS increased the amount of money allotted for recognition in SFY08 from $4 per FTE to $10 per FTE (Figure 7.4-3).

Figure 7.4-2 ESS: "I receive recognition for a job well done."
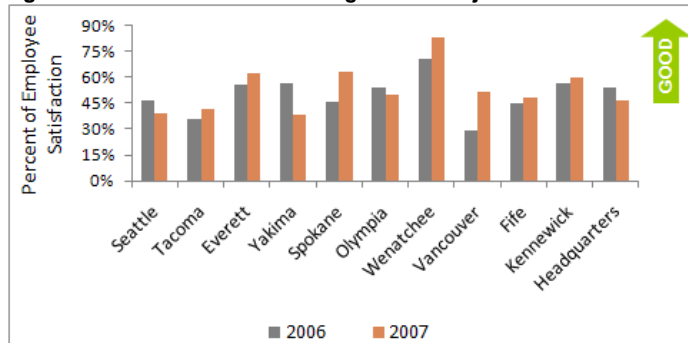
Figure 7.4-3 Employee Recognition Budget Allotment
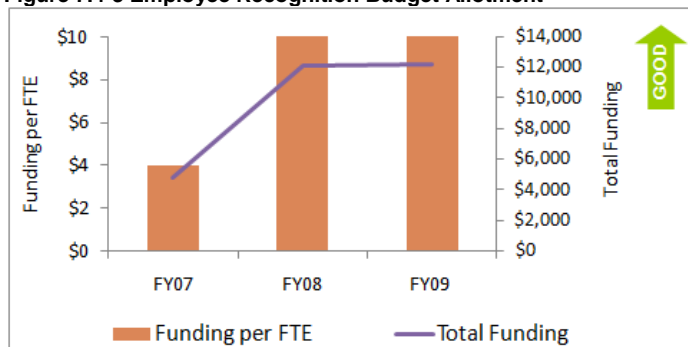
Workforce engagement and satisfaction can also be measured in workforce alignment with the MVV of DCS and the workforce's ability to provide input into decisions. Figure 7.4-4 illustrates DCS' high response rate in workforce connection to the MVV of DCS.

Figure 7.4-4 ESS: "I know how my work contributes to the goals of my agency."
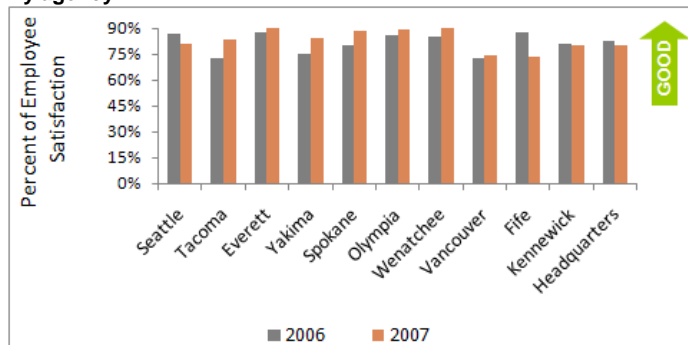
Figure 7.4-5 shows DCS progress in engaging its workforce through involvement in decision making. The results show improvement from 2005 to 2007. In response to the survey and staff input, DCS created a temporary staff development position dedicated to increase the staff development opportunities and accessibility of these opportunities.

Figure 7.4-5 ESS: "I have the opportunity to give input on decisions affecting my job."
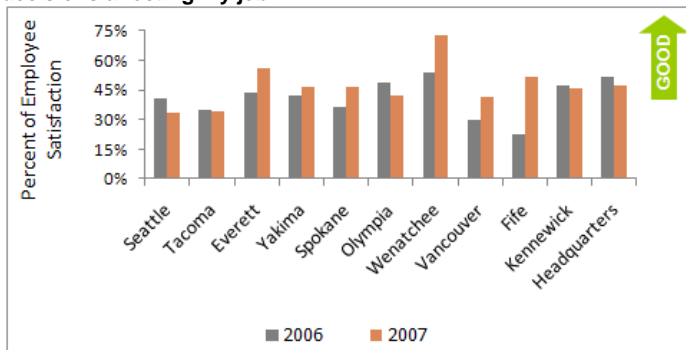
7.4a (2) DCS maintains a high commitment to workforce and leader development. DCS has continued to increase funding for training each year since 2006 (Figure 7.4-6). DCS did not establish a separate allotment for Statewide Training and Statewide Conference until SFY06. The Statewide Conference and Training allotments expenditures include travel, equipment, and supplies. In addition to this training allotment, DCS also funds five full time CSPA paid trainers (DCS HQ Training Unit) who provide training on all new policies and coordinate all mandatory and refresher training.

Figure 7.4-6 Training Budget per FTE
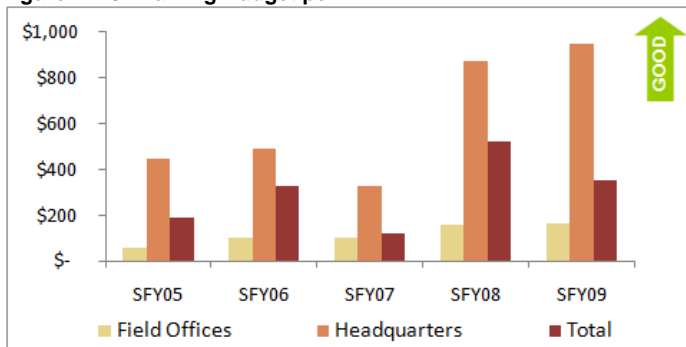
DCS offers a variety of leadership development and growth opportunities for its staff. Figure 7.4-7 shows the number of staff who have completed leadership development type training/programs. The training sessions include the *Seven Habits of Highly Successful People*, *Crucial Conversations*, *Crucial Confrontations*, *Five Practices of Exemplary Leadership*, *Verbal* Judo, *360⁰ Evaluation*, *Strength Finders*, and *the ESA Administrator's Academy*.

Figure 7.4-7 Staff Participation in Leadership Development Opportunities
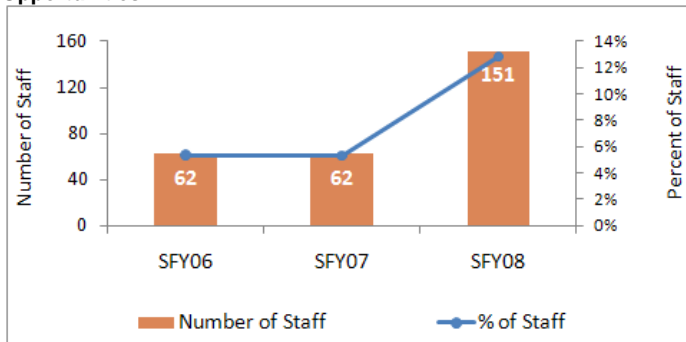
Figure 7.4-8 shows the employee satisfaction survey results pertaining to leadership development. In response to the survey and staff input, DCS created a temporary staff development coordinator to find ways to increase opportunity and accessibility for staff development options.

Figure 7.4-8 ESS: "I have opportunities at work to learn and grow."
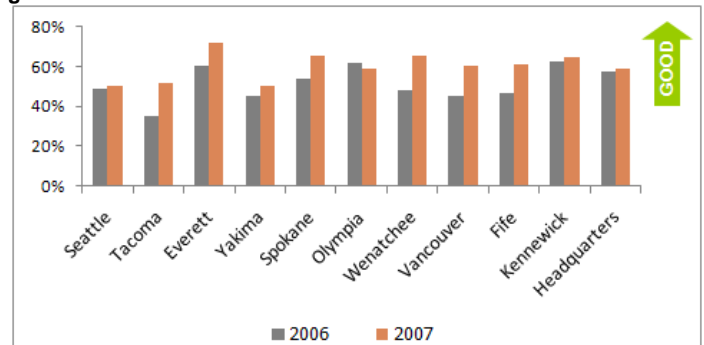
7.4a (3) DCS has continued to work more cases while FTEs have remained at the same level since the big drop in SFY04. Figures 7.4-9 and 7.4-10 highlight the key strategic challenges DCS faces in workload and human resources.

Figure 7.4-9 Average Caseload vs. FTEs
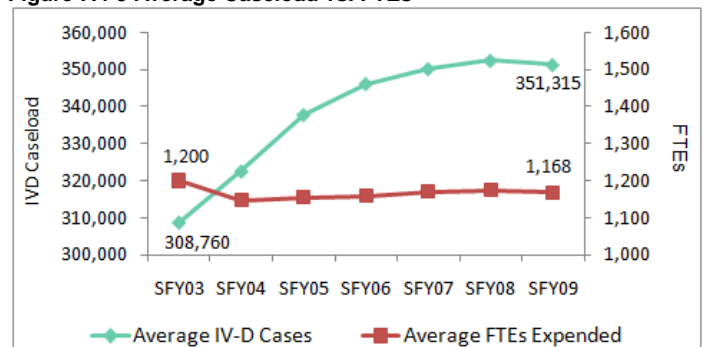
Figure 7.4-10 Average Cases per FTE
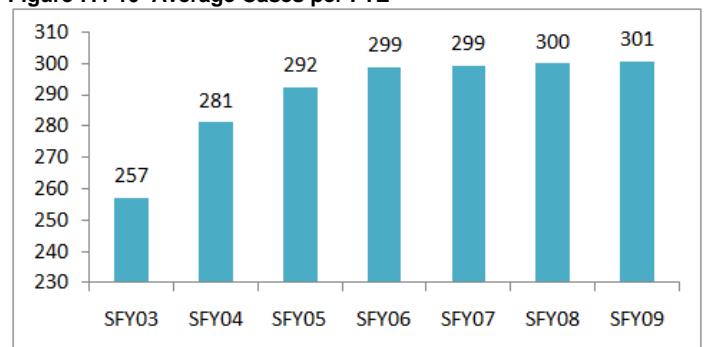
One of DCS' key strategic challenges is maintaining a highly trained workforce. The time invested in training a new employee is significant. As such, turnover in staff is a challenge as DCS is not able to fill the gap that an employee leaves for several months. Figures 7.4-11 and 7.4-12 show the turnovers in staff by calendar year and by workforce groups. Some of the increases for 2007 and 2008 are due to employee retirement incentives offered as a savings initiative.

Figure 7.4-11 DCS Turnover Rate by Reason

	Retirement	Resignation	Dismissal	Other
2006	10	20	0	10
2007	15	50	2	28
2008	36	35	2	34
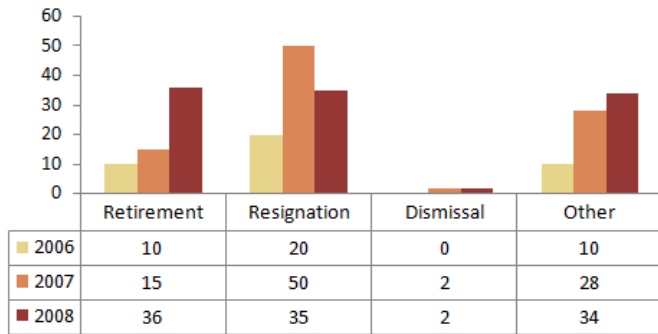
Figure 7.4-12 DCS Turnover Rate by Workforce Groups

	Child Support Enforcement	Admin Support	Program Administrators	Director, Chiefs, and Managers
2006	29	11	0	0
2007	72	19	3	1
2008	89	18	0	0
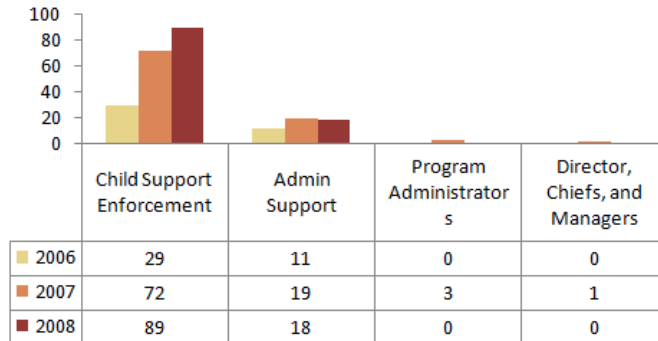
Figure 7.4-13 shows the percentage of employees with timely performance evaluations that are conducted annually. The results below show that DCS is improving in this area and exceeding the performance of its parent organization. DCS's goal is to have all employees receive timely annual performance evaluations.

Figure 7.4-13 Percent of Employees with Timely Performance Evaluations
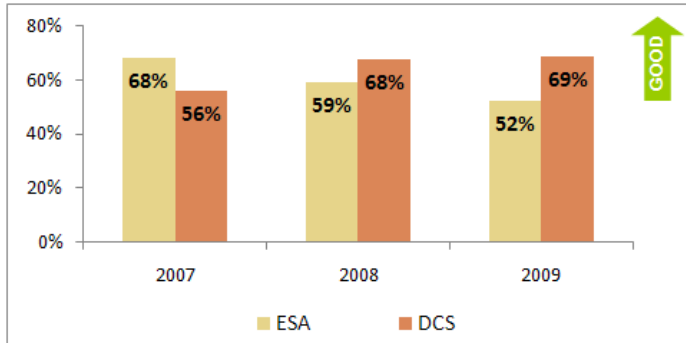
To meet the key strategic challenges DCS faces with workload and human resources, DCS relies on the innovation of staff for ideas on how to improve systems, performance results, and cost efficiencies to continually do "more with less." Figure7.4-14 shows the progress DCS has made in its commitment to provide communication and feedback mechanisms for staff to submit ideas, suggestions, and feedback. DCS increased in this measure by 2% from the 2005 to 2007 survey.

Figure 7.4-14 ESS: "I am encouraged to come up with new and better ways of doing things."
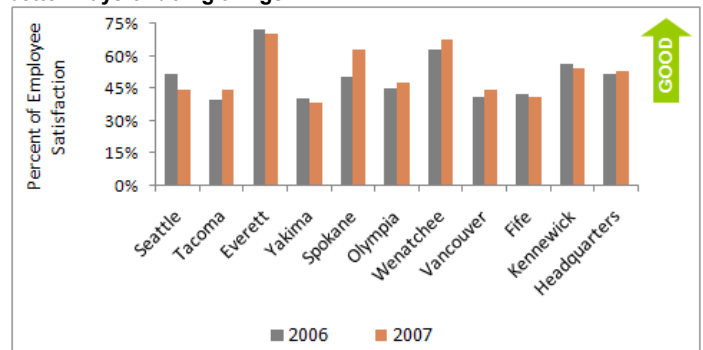
7.4a(4) While most services and benefits given to employees are dedicated by the standard WA state benefits package, DCS capitalizes on its ability to allow employees to work flexible schedules and telework closer to home. Figure 7.4-15 shows the total time and cost savings of staff tele-working in all offices. Opportunities to telework and staff desire to telework vary by region. Regions with a smaller population base often have a reduced opportunity to tele-commute due to fewer available work sites as well as a reduced need for easier commutes. Additionally, smaller offices have less flexibility in the number of staff who can telework due to a need to keep a core staff available in the office.

Figure 7.4-15 2009 Telework and Outstation Savings*

Factor	Total Savings	Average Savings per Person
Time	10.7 hours per day	35 minutes per outstation day per person
Cost	$84,254 per year	$834 per person per year

*Based on equations from the Telework Consortium & the Dept. of Energy

In June 2009, DCS offered staff an opportunity to be reassigned to an office closer to their home. This opportunity was made possible by the SCAP case reassignment program, which allows cases to be assigned throughout the state. As a result, staff were able to take their cases with them to their new office. Figure 7.4-16 shows the staff time and money savings for staff.

Figure 7.4-16 2009 Employee Reassignment Savings*

Factor	Total Savings	Average Savings per Person
Time	23.7 hours / day	35 minutes per day per person
Cost	$165,589	$4,036 per person

* Based on equations from the Telework Consortium & the Dept. of Energy

In June 2009, DCS also allowed a team to permanently be stationed in a CSO. The staff who volunteered for this now have a lesser commute to work. Figure 7.4-17 shows the staff time and money saved with this outstation.

Figure 7.4-17 2009 Mt Vernon Savings *

Factor	Total Savings	Average Savings per Person
Time	3.5 hours / day	35 minutes per day per person
Cost	$29,606	$4934 per person

*Based on equations from the Telework Consortium & the Dept. of Energy

7.5 Process Effectiveness Outcomes

7.5a (1) The key measures of the operational performance of DCS work system are primarily defined by the federal incentive measures. Figures 7.1-4 to 7.1-8 show DCS's performance in the five federal incentive measures.

Other important overall measure of the work system are total collections and cost avoidance. Total child support collections have been increasing and reached a historical high of nearly $705 million in SFY08. Even with the impact of high unemployment rates and the economic downturn, total collections in SFY09 showed only a slight decrease (Figure 7.1-1). Cost avoidance (Figure 7.3-6), one of the indirect benefits of the child support program, is referred to as reductions in public expenditures in cash assistance, food stamps, and Medicaid for custodial families. WA studies have shown that a dependable stream of child support income for custodial parents and medical insurance coverage for children help custodial families increase levels of financial stability and independence, and consequently, leads to less reliance on public safety net programs and greater family self-sufficiency. In SFY07, child support cost avoidance for TANF, Food Stamp, and Medicaid programs was $114 million, a nearly 23% increase from $93 million in SFY03. Total cost avoidance after SFY07 is not available due to the lag of Medicaid data.

An example of overall efficiency is that DCS has continued to work more cases since 2004 while FTEs have remained static (Figure 7.4-9). Efficiency gains have been made possible through DCS' use of technology, innovation, staff training and stakeholder outreach. Specific examples of the payment and imaging innovations driving the efficiencies in DCS' payment processing are detailed in Figures 7.5-6 to 7.5-8.

Figure 7.5-1 shows DCS as a leader in electronic processing of payments. In 1993 an Electronic Funds Transfer (EFT)/ Electronic Data Interchange (EDI) Project Team was formed to enhance and expand electronic payments within DCS. This Team worked closely with OCSE and the Bankers EDI Council to approve the Child Support Addendum Record to be used within the Automated clearing House (ACH) network as support for financial EDI. This work was soon adopted as a national model to begin promotion of EFT payments in other State's child support agencies.

Figure 7.5-1 State Comparisons of EFT Collections
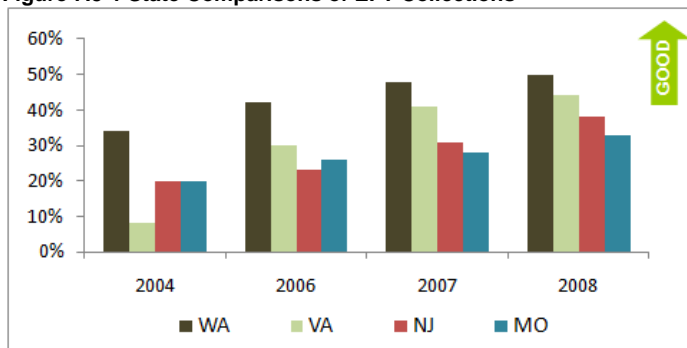
DCS is well positioned to respond to disasters or emergencies. The organization operates from 10 FOs and in the event that a location is inoperable, the work can be covered from a sister office, or any other office in the state. Phones can easily be redirected and electronic communication can be accessed offsite. Working from an alternate location is simplified by the fact that 100% of documents and incoming correspondence are imaged to the statewide computer system, which can be accessed from any office. The mainframe is backed up three times per week, both locally and to an out of state location. As part of a Strategic Plan Initiative DCS is working toward establishing back-up means for payment processing.

To prevent and prepare for emergencies, DCS has implemented disaster preparedness plans. The plans require each office to conduct at least one evacuation drill per year and offices also conduct a yearly earthquake drill (Figure 7.5-2)

**Figure 7.5- 2 Emergency Drills by Office Locations**
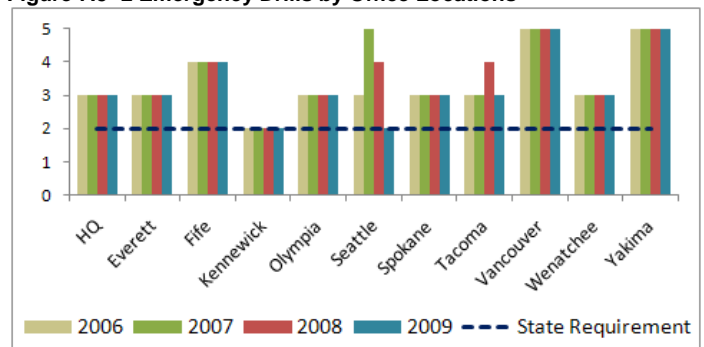
DCS also takes a number of precautions to prevent and prepare for smaller scale emergencies including:
- 100% of DCS employees who drive state vehicles or drive on work time receive driver safety training.
- All offices have established Safety Committees that meet at least quarterly.
- All offices are stocked with hand sanitizer dispensers. Also, most offices have issued each staff a personal safety kit containing at minimum, a whistle and water packets; and flu kits containing hand sanitizer and face mask.
- All offices are stocked with complete First AID kits (basic First Aid supplies such as bandages, tourniquets, etc.) , AED's (electronic defibrillators) and safety/disaster kits (shovels, water, flashlights, etc) kept in a central location.
- Each office has staff who are trained in First Aid (basic and emergency first aid skills), CPR (cardio-pulmonary resuscitation) and the use of an AED (automatic electronic defibrillator).

DCS participates in the annual Electronic Risk Assessment and Self Evaluation (ERASE) process (Figure 7.5-3), which offers managers the means to identify potential risks, analyze existing internal control activities as needed, and certify compliance with governing policy and directly supports the work system and workplace preparedness for disasters or emergencies. All DCS offices completed the ERASE process in 2009. This is the first year for ERASE. ERASE evaluates risk levels, as well as in place measures that minimize or mitigate risk. The Mitigation Rating (MR) is the rating of those factors that mitigate or minimize the assessed risk. The higher the number, the greater the mitigation of risk.

Figure 7.5-3 ERASE Results by Office Location

Figure 7.5-5 Paternity Established by Method in the IV-D Caseload
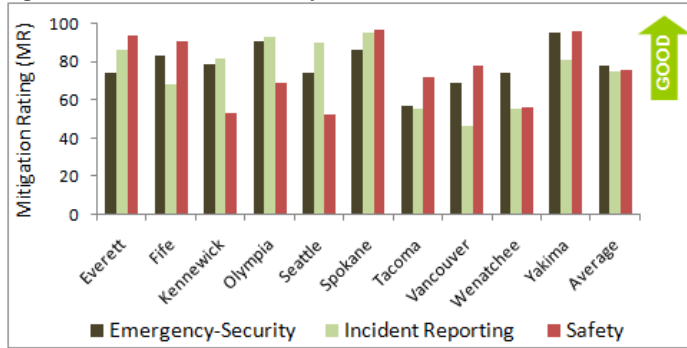
7.5a (2) DCS' key work processes are continuously evaluated and refined in the effort to improve efficiencies and effectiveness. The measures for the key processes of Paternity, Order Establishment and Order Enforcement are directly tied to the federal incentives (Figures 7.1-4 to 7.1-7) and are reviewed regularly and compared with national averages. Among these key work processes, DCS has outperformed many other states and has been viewed as one of the best practices in the country. DCS also compares itself to states with similar socioeconomic conditions and performs favorably in the key processes compared to these states (Figures 7.1-20 to 7.1-23).

Figure 7.5-4 Lag Times for Establishing Paternity Orders
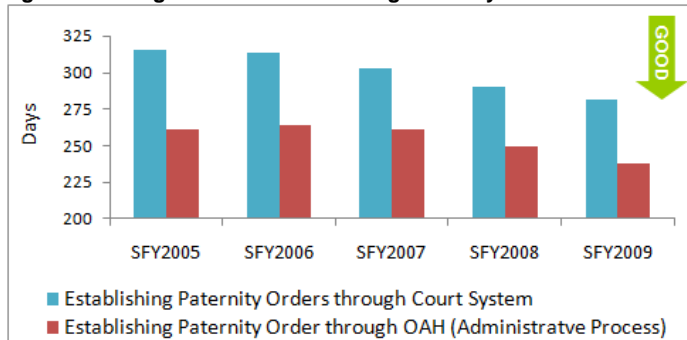
The Washington State Paternity Affidavit Program is primarily a cost savings program and DCS uses "paternity affidavits filed" as a measure to support operational and strategic decision-making. In an effort to improve efficiency in paternity establishment, DCS has emphasized use of paternity affidavits over the court ordered process because the program allows DCS to establish paternity in a child support case quicker (Figure 7.5-4), and at a lower cost than through the courts.

The Paternity Affidavit program saves taxpayers more than $13 million each year. The total number of paternities established through affidavits has tripled from 5,126 in SFY03 to 17,322 in SFY09 while the number of paternity established through court stayed stable, around 6,200. In SFY09, about 73% of paternities were established through affidavit. Figure 7.5-5 shows that from 2003-2008 paternity affidavits filed have more than tripled while judicial paternity establishments have remained flat; demonstrating a shift in how paternity is established. The extreme jump in 2007 was due to data cleanup projects, but the actual increase has been relatively consistent.
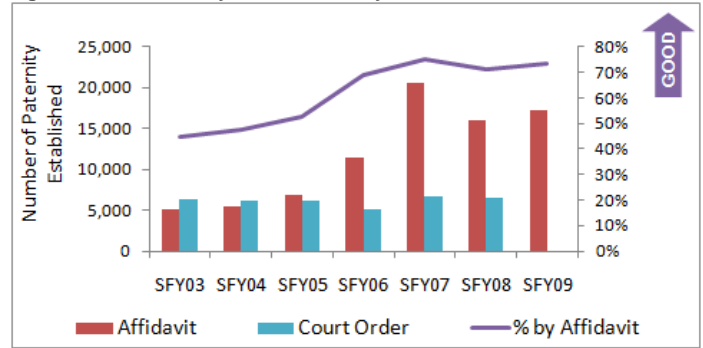
Figures 7.5-6 to 7.5-8 show the processing times for payments, mail and court orders in Central Services. The 2-business day measure for payment processing and distribution are federally mandated. The mail processing timeframes are set internally. The court order processing timeframes are federally mandated for 2-days for immediate wage withholding (IWW) orders and 15 days for all others. When processing court orders, DCS does not differentiate between IWW and other orders but strives to process all orders within the two day timeframe.

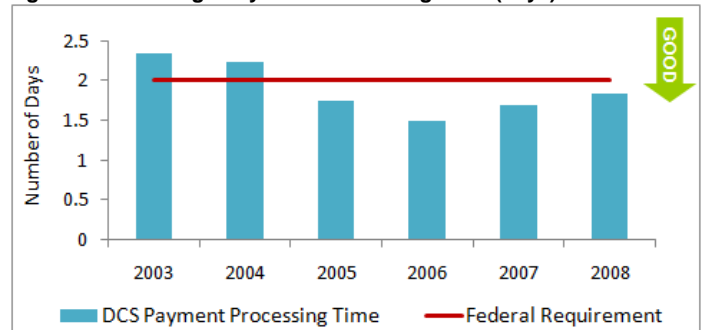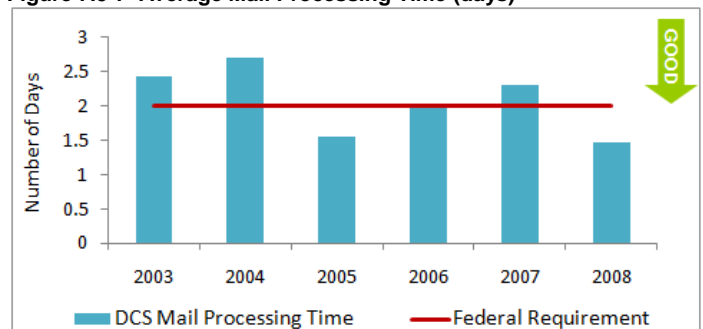**Figure 7.5-6 Average Payment Processing Time (days)**

Figure 7.5-7 Average Mail Processing Time (days)

Over the last 5 years the processing times have fluctuated for payment, mail and court order processing as the Central Services Unit has transitioned to a matrix model of managing the workload. The Matrix management model allows for flexible, strategic re-deployment of human resources to meet the ever-changing daily, and sometimes hourly, priorities of work. The organizational combining of these three processes began in 2001 when the incoming mail process was centralized in DCS HQ. This organizational adjustment was a major change project for the Division which has proven to be more efficient and effective. The cross-training of staff was a critical aspect of this model and but has been a slow process to fully implement. The facility in which the Central Services Unit is housed also went

through a major structural remodel in 2007 which interrupted operations and caused some delays in processing.
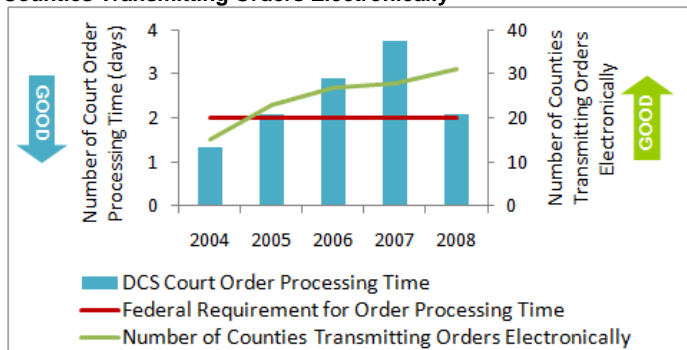
DCS has continuously leveraged the use of technology to reduce the manual workload for staff, decrease the number of FTE resources needed to process payment and mail documents and decrease the amount of time necessary to deposit negotiable in the DCS bank account. Compared to other similar states (Missouri, New Jersey and Virginia - see section 7.1 and Figures 7.1-20 to 7.1-23), DCS' use of imaging technology is more extensive. None of the similar states image mail or court orders and all three contract out their payment imaging.

Accurate and timely distribution of funds is core to the success of the child support program. All work done towards establishment and enforcement ultimately comes back to getting the money to the families, which is critical to the economic health of those families. Efficient payment processing is important to all parties. CPs depend on the payments being received as soon as possible. NCPs rely on DCS to forward payments so their children are provided for and their debts are accurate. Distribution is important to Support Enforcement Officers because it prevents them from spending unnecessary time fielding calls from customers regarding delayed or missing payments. Legislators and taxpayers are also concerned with how quickly and efficiently DCS collections are processed and sent out because it provides economic support for families and potentially reduces tax burden.

Timely mail processing benefits many areas of DCS, most notably Support Enforcement Officers who depend on the correspondence received to complete casework that will lead to collections.

DCS works closely with the clerks in 39 counties to expedite the transmittal and acceptance of court orders that address child support (Figure 7.5-8). To enforce an obligation to pay child support through court order it is crucial that it is imaged and processed using the guidelines for referral processing. The timeliness of this procedure directly affects the enforcement, collection, and payment processing and distribution for the case. To assist in streamlining this function DCS has partnered with the county clerks to leverage the use of imaging by accepting transmissions of scanned court orders directly from the county's imaging system. Each year, as more and more county clerks' offices transition to an imaging environment, the number of partners using this electronic method grows. In 2004 only 15 counties were participating in the file transfer of images. In

2009, DCS is working with over 30 county clerks to accept court order files.

DCS has been actively promoting the benefits of paying by EFT for many years. DCS offers several EFT payment options for paying parents and businesses and has an EFT solution that will fit the needs for any size employer. Remitting child support by EFT saves the payer or employer time and money as they no longer have to write checks or pay for envelopes and stamps. There is a $0.75 savings per transaction. In addition EFT is more secure than sending a check and reduces the chance for input error and misapplied payments.

Fewer staff are needed to process EFT payments. Consequently, as the caseload and payment volumes increase, there is not a corresponding need to increase staffing levels, while still making sure the money gets to the families timely. This also provides DCS the ability to train and deploy staff to handle other workload areas as noted in Figure 7.5-9.

DCS has offered direct deposit to custodial parents receiving child support payments since 1994 and in 2001 began offering the DCS Card to customers as a second option for receiving payments. Utilization of EFT to disburse payments is a significant cost savings, there is a $0.75 savings per transaction, and it provides more security than mailing checks. In 2006 DCS began an aggressive effort to promote EFT which included a marketing campaign as well as changes to policy to default the method of payment for custodial parents with new cases to a DCS Card when direct deposit is not authorized. Figure 7.5-10 shows the volume of EFT disbursements continually increasing. Currently the volume is 78% with a goal of 80% by the end of 2009.

Figure 7.1-8 shows the fifth federal performance goal—efficiency of DCS' collection efforts in terms of dollars spent. The leading states in this measure have consistently ranked lower in their overall composite performance. Thoughtful investment of dollars into child support is key to its overall success. Too little investment may create a strong cost effectiveness ratio but at the expense of overall effectiveness. DCS has elected to make significant investments in order to make mail and payment processing and distribution more efficient (Figures 7.5-6 and 7.5-7).

Utilizing rapid extraction OPEX machines (mail opening and extraction equipment) to facilitate the processing of child support payments and case-related correspondence allows for the elimination of several steps involved with the manual document opening process. The automation has reduced the need for staff to handle documents from at least three times in the manual process to only once. By handling items once, DCS has reduced labor costs and increased process efficiency and the security of negotiable (payment documents). Total cost savings from automation are not available, but process engineers report that the estimated cost for each touch of a paper item is thirty cents. Within Central Services' controlled remittance processing environment, which includes State Auditor required oversight and audit controls, the cost savings is significant considering the volume of documents that are processed.

In addition to noteworthy reduction in processing time and labor costs by moving documents from paper to an electronic format more quickly, there are other benefits as well. Using an IKON-programmed software interface, transaction and case file images can be processed more quickly from the electronic file created by the OPEX 3690i to staff who post payments and documents to child support cases. This results in increased compliance with the 48 hour federal processing requirement, decreased time to prepare and deposit the endorsed negotiables, and of most importance to DCS customers, child support dollars are distributed more quickly to families.

Figure 7.5-9 Incoming EFT Payments and Total Cost Savings
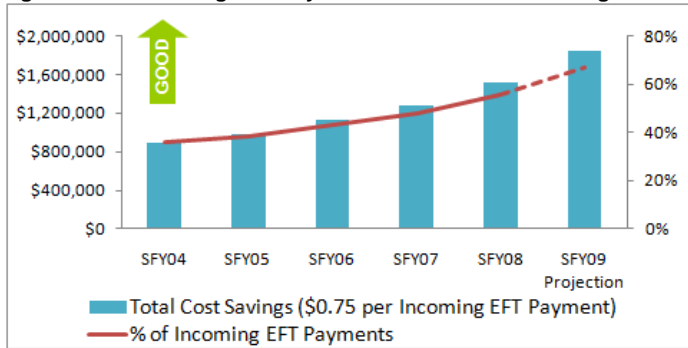
Figure 7.5-10 Outgoing EFT Payments and Total Cost Savings
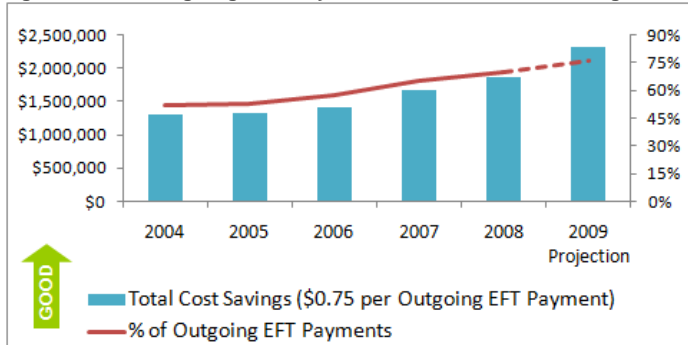
7.6 Leadership Outcomes

7.6 (1) Effective strategic plans and planning processes help guide an organization to more effective results. For DCS, these results reflect themselves in increased collections, cost savings and improved service delivery. OFM and OCSE carefully track DCS' performance using several key indicators. Figure 7.6-1 shows DCS' federal audit results from FFY03 to FFY08.

Figure 7.6-1 Federal Audit Results

Year	IRS Safeguard (Pass/Fail)	Self-Assessment (Pass/Fail)	Data Reliability (Pass/Fail)	State Plan (Approved/Denied)
FFY03	Pass	Pass	Pass	Approved
FFY04	Pass	Pass	Pass	Approved
FFY05	Pass	Pass	Pass	Approved
FFY06	Pass	Pass	Pass	Approved
FFY07	Pass	Pass	Pass	Approved
FFY08	Pass	Pass	Pass	Approved

*NOTE: The IRS did their own Audit in 2005 and said the results were so good DCS did not have to conduct an internal audit for that year.

OCSE requires each IV-D state to meet a minimum compliance standard of 75% in seven program areas and 90% in two program areas (expedited 12-month order establishment and case closure). The Self-Assessment Review (SAR) for FY04 to FY08 found Washington DCS to be in substantial compliance in all nine program areas (Figures 7.6-2 to 7.6-10).

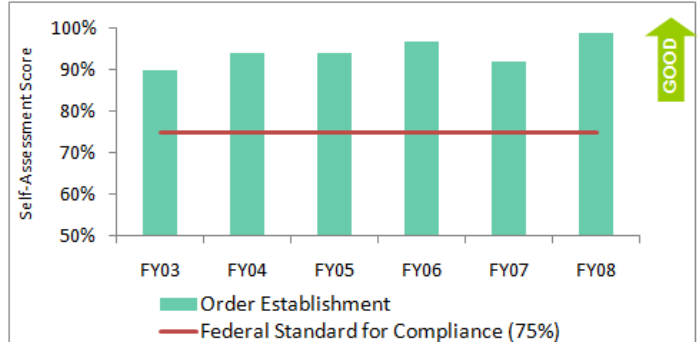**Figure 7.6-2 Federal Self-Assessment Scores: Order Establishment**

Figure 7.6-3 Federal Self-Assessment Scores: Expedited 6-Month Order Establishment
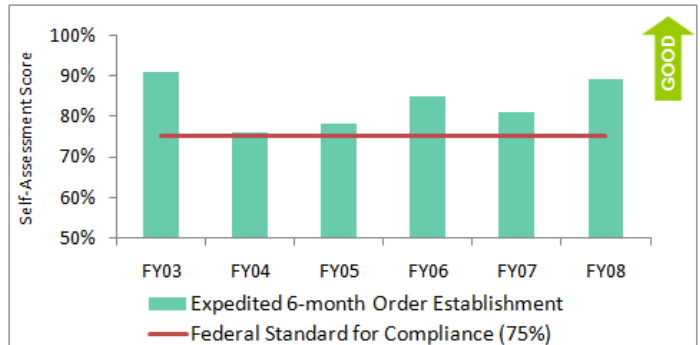

Figure 7.6-4 Federal Self-Assessment Scores: Expedited 12-Month Order Establishment
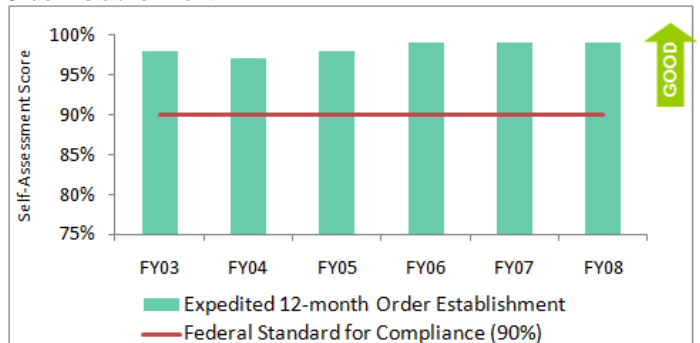

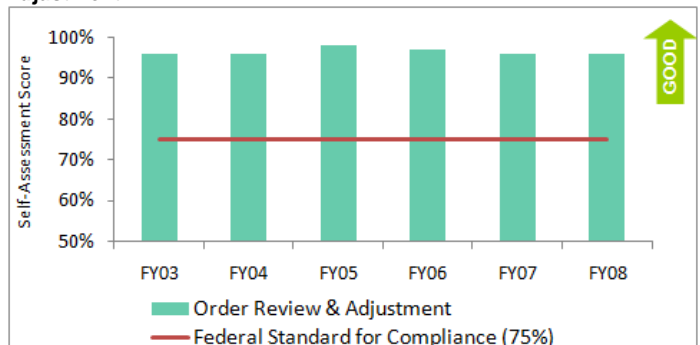**Figure 7.6-5 Federal Self-Assessment Scores: Order Review and Adjustment**

Figure 7.6-6 Federal Self-Assessment Scores: Order & Paternity Enforcement
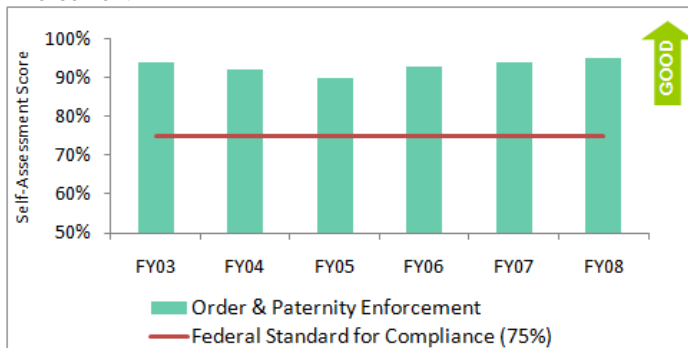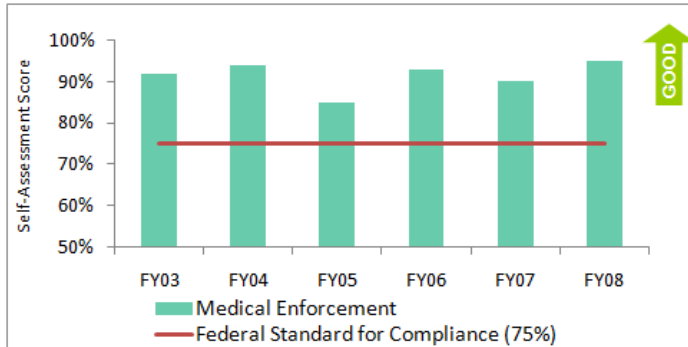

Figure 7.6-10 Federal Self-Assessment Scores: Case Closure
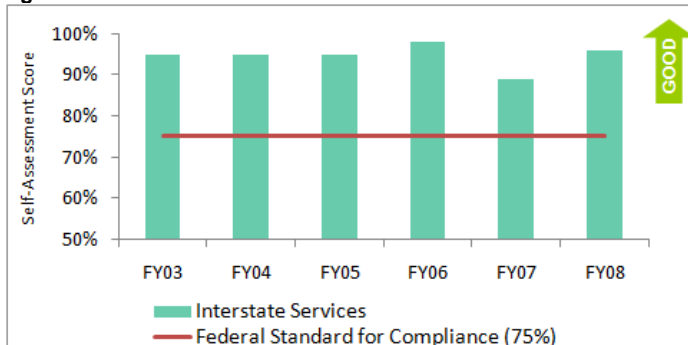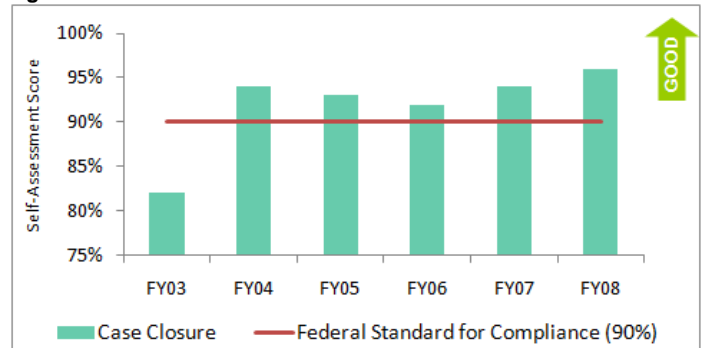

Figure 7.6-7 Federal Self-Assessment Scores: Medical Enforcement

In addition to OCSE performance compliance, the Self-Assessment process reports on "Program Service Enhancements" and initiatives. For instance, as of September 2008, checks "on hold" were reduced by almost 30 percent from October 2007 as noted in Figure 7.5-11. This totaled to $289,277.96 in child support being distributed that, otherwise, might have been "on hold".

Figure 7.5-11 Number of Checks on Hold

Figure 7.6-8 Federal Self-Assessment Scores: Payment Disbursement
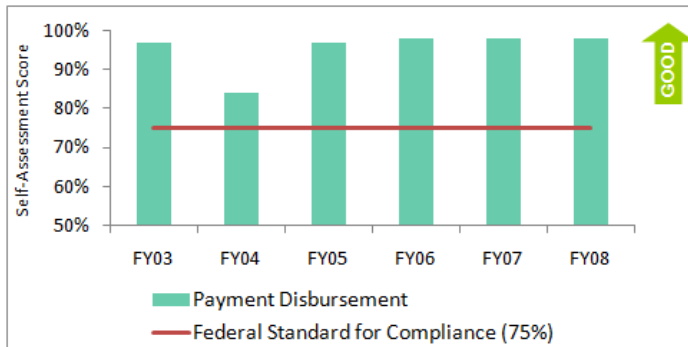
Figure 7.6-9 Federal Self-Assessment Scores: Interstate Services
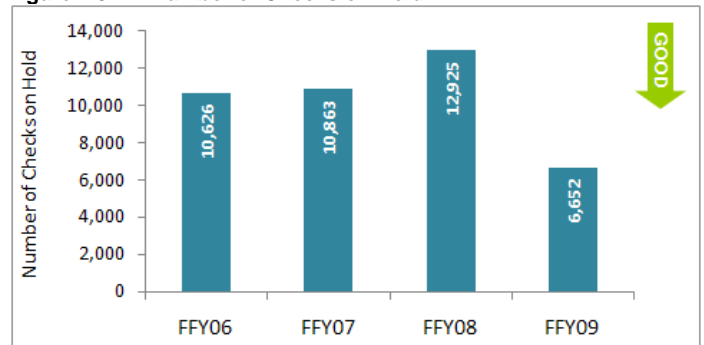
Another of the many initiatives touched upon in the Self Assessment is the "Employer Outreach" program. In the 2006-2007 Performance Plan, employer outreach was identified as a need with the intent to increase employer New Hire Reporting compliance and employer EFT payments. Subsequently, a New Hire Liaison position was created and filled. The results have been positive. In 2008, over 30 employer outreach events were held. Employer Workshops were held in 7 of the 10 FOs. The employer outreach activities have been fully deployed through the FOs as each has a Liaison to work in partnership with New Hire Liaison. The program's success has been recognized at the national level. In August 2008, DCS was honored with the National Child Support Enforcement's Program Awareness Award.

Another initiative, referred to in 1.1a(3) focuses on internet payments. Internet payments benefit the families by shortening the time the family receives a payment. DCS (and the taxpayers) benefit due to the savings accrued through decreased paper processing (Figure 7.5-1).

7.6a(2) DCS engages in prospective, zero-based budgeting. It is a budget technique based on priorities. Zero-based budgeting means that each department has a limited amount of funds and this limit cannot be exceeded. It is an effective budget approach for DCS. For SFY08, DCS ran its budget in the black returning over 6% of surplus funds to the state. Another indicator of fiscal accountability is the inventory control processes in place at

DCS. Over the past several years the department has moved towards requiring all equipment to be bar-coded and annually scanned. This was in response to an increased cost due to loss or theft in the prior years. In 2007 and 2008, ESA has seen a substantial decrease in the loss of inventory as a result of this program (Figures 7.6-12 and 7.6-13).

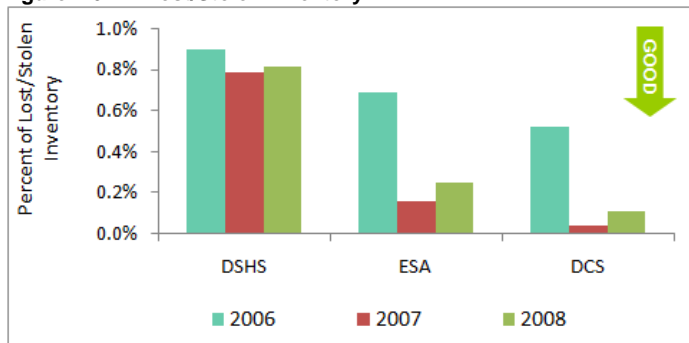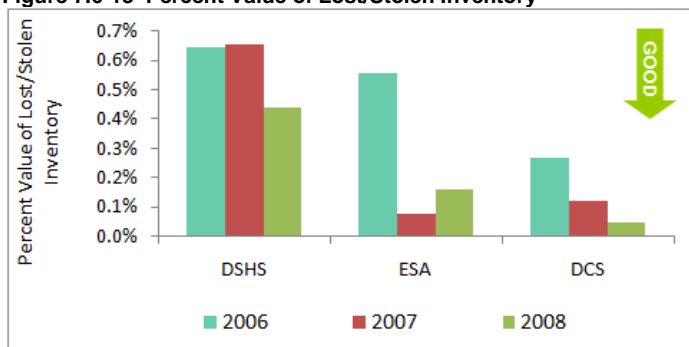**Figure 7.6-12 Lost/Stolen Inventory**

Figure 7.6-13 Percent Value of Lost/Stolen Inventory

7.6a (3) DCS liaises with the AG's office and receives a monthly report of all ongoing litigations related to DCS. All tort claims are also monitored and reviewed by the Policy Chief and the Director for possible risk mitigation. DCS receives copies of all appeals from the prosecutors representing DCS. The Policy Chief, Director and staff offer feedback to ensure that litigation affecting federal requirements or signification policy issues are addressed. The Director makes recommendations on appealing a case, settling a case, or move towards litigation in resolving tort claims. Since 1998, the Director and Policy Chief have had regular meetings with Columbia Legal Services and other stakeholders to address issues and policy concerns. This has significantly cut the number of class action lawsuits brought by Legal Services against DCS (Figure 7.6-14).

Figure 7.6-14 Number of Class Action Lawsuits Against DCS
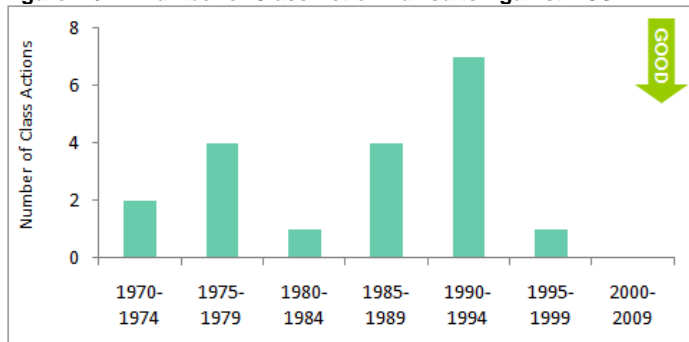
7.6a (4) DCS' response to ethical breeches was touched on in 1.2b (2). The example cited is representative of the decisive nature in which breeches are handled, the re-examination of the process in place asking what have we learned, and implementing proactive changes to prevent such breeches from occurring again. Measures are in place throughout DCS to prevent ethical violations (Figure 7.6-15).

Figure 7.6-15 Ethical Behavioral Measures

| Ethical Behavioral Measures	% Staff Completion
Percent of Employees that have a current signed Confidentiality Statement on File	100%
Percent of Employees that have completed Ethics Training	80%
Percent of Employees that have reviewed IRS PowerPoint on safeguarding information obtained from IRS, confidential nature of information, and its ethical use	?
Percent of staff with "Employee Annual Review" in file	?

As discussed in section 1.1a(2), DCS initiates and requests a Change of Administrator audit whenever a FO has a DM change. The audit is conducted by an auditor who is external to DCS but internal to DSHS. These audits focus on: handling of negotiable instruments, use and security of the purchase credit card, personnel information and policy compliance, employee travel, payroll certification processes, disbursements processes, telecommunication charges, and accountability. Figure 7.6-16 is a breakdown of the results.

Figure 7.6-16 Change of Administrator Audits

Year	Office	Findings	Reportable Conditions
2006	Fife	1	0
2007	Tacoma	2	1
2008	Everett	3	2
2009	Everett	0	0
2009	Fife	0	1

7.6a (5) One indicator of DCS' commitment to the community is its participation in the Combined Fund Drive (Figure 7.6-17).

Figure 7.6-17 Combined Fund Drive Participation
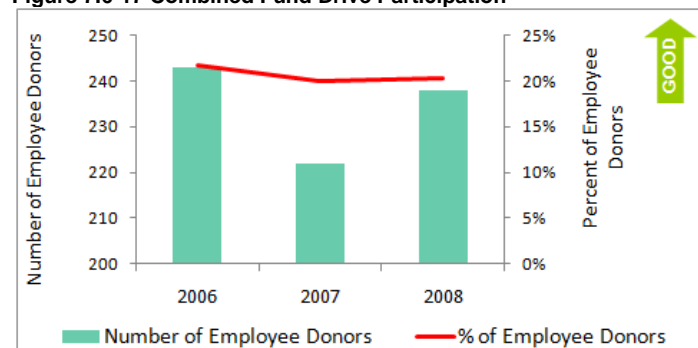
All 10 FOs and Headquarters participate in recycling activities. Depending on the Office, the recyclables include paper, glass, plastic, even coffee grounds. As an example, DCS Headquarters recycles an average of 21,230 pounds of paper per month.

In an effort to reduce its energy footprint, DSHS installed Verdiem energy-savings software on 98% of its computers (as of 6/30/09). DSHS ISSD recently released figures of kilowatt hour reductions thus far. DSHS, as a whole, consumes on average 438 kilowatts per hour/ per PC annually. This compares to DCS usage of 369 kilowatt hours.

The recent CTR Reassignment option was an endeavor of DCS to reduce greenhouse emissions while increasing quality of life for staff by reducing commute-time. This was done through the Administrative Reassignment option which allowed staff the chance to transfer to a FO closer to their home. Forty-one staff chose reassignment. Savings and benefits to staff and the environment, as a result of the administrative reassignments, are substantial (Figure 7.6-18).

Figure 7.6-18 2009 Administrative Reassignment Savings*

Factor	Total Savings	Average Savings per Person
Road miles	828 miles per day	20.2 miles per day
Pollutants	220,087 pounds per year	5,368 pounds per year

* Based on equations from the Telework Consortium & the Dept. of Energy

Building on the success of the Administrative Reassignments, a team of SEOs from the Everett FO was moved up to the Mt. Vernon CSO (about 40 miles away). This pilot addresses the same staff and environmental issues as the Team lives closer to Mt. Vernon than Everett (Figure 7.6-19). The pilot will also look at the effects on customer services and being co-located with DCS' ESA peers in the CSO.

Figure 7.6-19 2009 Outstation Savings

Factor	Total Savings	Average Savings per Person
Road miles	150 miles per day	25 miles per day
Pollutants	39,000 pounds per year	6,500 pounds per year

* Based on equations from the Telework Consortium & the Dept. of Energy

Figure7.6-20 Number of Critical Incident Reports
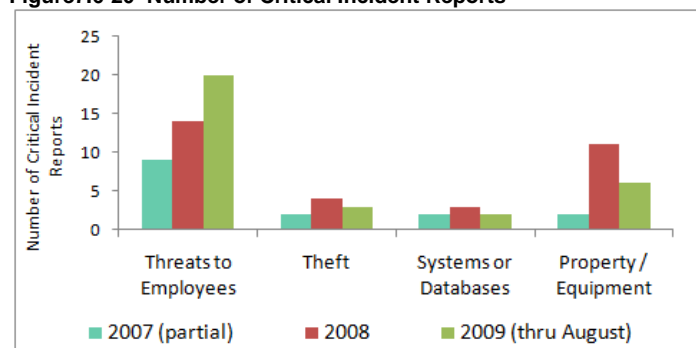
Another indicator of DCS' commitment to its key communities is the impressive array of awards DCS staff has received (Figure 7.6-21). These awards demonstrate the quality of services DCS strives to provide to the public.

Figure 7.6-21 Examples of DCS Awards and Recognition

Year	Examples of DCS Awards and Recognition
2001	*WA State Distinguished Manager Award* – DCS Director
2003	*Governor's Award for Public Value and Benefit* – Child Support Internet Payment Service
2003	*WA Software Alliance's Industry Achievement Award for Outstanding Contribution to Digital Government* – Child Support Internet Payment Service
2003	*WA State Distinguished Manager Award* – Chief of Management Accountability and Performance Statistics
2004	*Governor's Award for Quality and Performance for Customer Service* – DCS Stored Value Card
2004	*Western Interstate Child Support Enforcement Council (WICSEC) Outstanding Manager Award* – DCS Director
2005	*National Child Support Enforcement Agency (NCSEA) Outstanding Individual Achievement* Award – Yakima DCS SEO2
2005	*WA State Distinguished Manager Award* – Chief of Field Operations
2007	*WorkFirst LPA (Local Planning Area) Excellence Award* - Yakima DCS and other LPA partners in Yakima and Kittitas
2007	*WICSEC Outstanding Individual Achievement Award* – Headquarters Central Services SEO
2007	*Governor's Plain Talk Award*
2008	*NCSEA's 2008 Program Awareness Award* - Outreach efforts to the employer community in WA State
2008	*WICSEC Outstanding Manager Award* – Fife District Manager
2009	*OCSE Commissioners Award for Innovative Partnership*